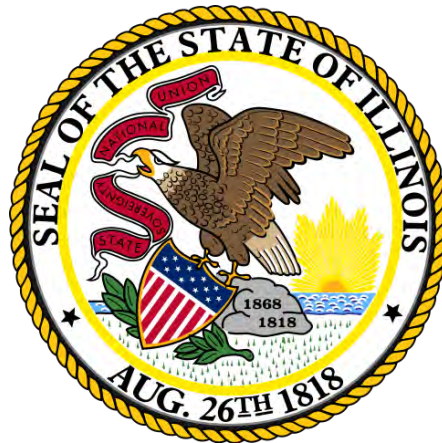


January 2023



OFFICE OF THE ILLINOIS SECRETARY OF STATE

ALEXI GIANNOULIAS • SECRETARY OF STATE

Transition Report
Blueprint for Secretary of State's Office



A word from Alexi



As we stand here in the beginning days of 2023, I could not be more hopeful and excited for what the year – and future – holds for our great state. I am profoundly honored and humbled to have your confidence to serve as Illinois' 38th Secretary of State and look forward with renewed energy to make government work better for everyone. And everyone means everyone, regardless of age, race, geography, socioeconomic status, or ability.

I want to recognize and thank outgoing Secretary Jesse White, who has built an incredible legacy over his 24 years in the office and will continue to be an inspiration for all of us with his dedication to public service. And I want to thank you, the people of Illinois. One of my principal areas of focus as I take office will be on strengthening public trust. The people of Illinois trust us with a lot – your tax dollars, your laws, your protection, and your family's lives. As I pledged during my campaign, **I promise to earn that trust every day as the Secretary of State.** Part of that trust involves improving the lives of the underserved and fighting for those who don't feel they have a voice.

We've already gotten started. In the days after the November election, we have held dozens of meetings with leaders across the state, read through hundreds of public comments, and responded to constituent calls and emails to hear your good ideas. Our hope is that you will see these ideas featured in my plan for the office, and in some of the immediate steps we will be taking over our first 100 days. Our promise is to continue to engage all Illinoisans in open collaboration as we transition in and ensure that our office has the infrastructure, resources, and public will to better support you.

When I was State Treasurer, on my first day in office, I implemented the most wide-ranging, comprehensive ethics package in state government. I have already started on that journey in my new role as the Secretary of State. Transparency in all we do is one of my most fundamental commitments, as is reshaping the way our office delivers services to the people of Illinois. We will work hard to eliminate the "time tax" that too many of you are paying every day just to access simple government services. We will be taking steps to modernize our office and make Illinois a leader in access and sustainability – from making it easier to update driver information to expanding voter participation, from championing environmental initiatives to increasing minority participation in small business formation and in organ and tissue donation.

As we undertake this transition, I want you to know that my team will work side-by-side with you to enact our common vision. While we can't promise to get it right every time, we are committed to partnering with you on this journey. Together, we will usher in a new era of transparency, openness, and accountability.

I'm rolling up my sleeves. Join me as we RevUp IL!

Let's go!

Alexi



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Executive Summary: Vision and Commitments

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Executive Summary

Vision

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“I want to build on Secretary Jesse White’s incredible legacy of public service, and together we can make government work better for everyone now while building a brighter future for generations to come.”

~Secretary of State Alexi Giannoulias

In the days after the November election, our Transition Team held dozens of meetings with leaders across the state, read through hundreds of public comments that came through the RevUp Illinois website, and responded to numerous constituent calls and emails to hear Illinoisans’ feedback.

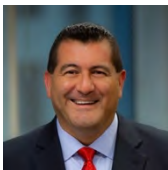
We thank our **Transition Team Chairpeople** for their energy, commitment, and vision to our state and to cause:



Cheri Bustos, Moline, Illinois Congresswoman – Illinois’ 17th Congressional District

Cheri, serving her fifth term in Congress, is a member of the Democratic House Leadership team. In 2018, she was elected Chair of the Democratic Congressional Campaign Committee and secured party control of the U.S. House in 2020.

Cheri has also served on the powerful House Appropriations Committee and is an influential member of the House Agriculture Committee, chairing a subcommittee. She is a founding member of Elect Democratic Women. Born in Springfield, Cheri began her professional career as a journalist working in the Quad Cities.



Martin Cabrera, Chicago, CEO/Founder of Cabrera Capital Markets and Cabrera Capital Partners

Martin is the founder and CEO of Cabrera Capital Markets – one of the largest Latino-owned investment firms in the U.S., which provides global investment banking, institutional brokerage, and real estate development services to a substantial and diversified client base that includes financial institutions, states and municipalities, corporations, unions, foundations, and endowments. Martin also served as chair of the Chicago Plan Commission for seven years. Last year, Crain’s Chicago Business named him on its Chicago Power 25 List.



Stephanie Neely, Chicago, Managing Director, Head, J.P. Morgan Asset Management North America Institutional Central and Canada

Stephanie leads the North America Institutional Central U.S. and Canada team at J.P. Morgan Asset Management. She is also a member of the North America Institutional management team and the Asset Management CEO's Black Employees Roundtable and she worked on improving the DEI data transparency and disclosure. Before that, Stephanie served as vice president and assistant treasurer at Allstate. In 2006, she was elected Chicago City Treasurer where she served two terms.



Edward M. Smith, Carbondale, CEO/President of ULLICO, Inc., and former leader of the Laborers' International Union of North America (LIUNA)

Ed is CEO and President of ULLICO, Inc. (Union Labor Life Insurance Company) based in Washington, DC. He previously served as Vice President and Regional Manager of the Laborers' International Union of North America. Ed is the former Chairman of the Illinois State Board of Investment and served as a member of the Democratic National Committee.

We also thank the 122 dedicated **members** of our nine Transition Team Committees, representing a wide range of voices and constituents across the state and reflecting all the supports and services housed under the Secretary of State's Office:

- **Driver Services Facilities and Road Safety:** The Secretary of State's Office manages vehicle registrations (license plates, titles) and state IDs, and driver's licenses through physical facilities and online services.
- **Ethics and Office Policies:** The office maintains lobbyist registrations and statements of economic interest, commonly known as ethics statements, as well as its office policies for employees.
- **Library Enhancements:** The Secretary of State serves as Chief Librarian, with purview over library facilities and digital services.
- **Securities Division:** The Illinois Securities Department regulates the offer and sale of securities, conducts audits, investigates complaints and participates in prosecution, and educates investors and schools on financial literacy.
- **Voter Rights and Registration:** The Secretary of State is the custodian of the State's Automatic Voter Registration (AVR) system and advances initiatives that expand voter rights.
- **Business Services:** The Business Services Division serves as a central hub for forming new businesses and organizations, as well as submitting and accessing information on all types of businesses and organizations registered in Illinois.



- **Organ and Tissue Donations:** The Secretary of State's Office maintains the Organ and Tissue Donor Registry, including the registration through driver's license applications for the state of Illinois.

Technology Enhancements reflect the critical role technology plays in enabling all the supports and services offered by the office. Technology can help improve the customer experience for the public as it engages with our office and the service experience for our employees as they perform their important responsibilities.

Environmental Initiatives are an important new priority for the Secretary of State's Office, with a commitment to lead on initiatives that encourage statewide changes and propel Illinois into a position of Green excellence.

We share this feedback with you here, in transparency. We bring forward challenges the public has faced in accessing and engaging with these supports and services, as well as opportunities to create a better customer experience, expand what we offer, and provide greater accessibility to our facilities and engagement points. These changes will improve the lives of Illinoisans.



What we heard from you

Ethics and good government

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Restore trust in government: *“I’d like to see more accountability in Illinois government.” “Walk the walk, not just talk the talk.”*

Ensure **more transparency and accountability** for public officials: *“There are inconsistencies that need to be addressed.” “Take criminal complaints against major corporations seriously.”*

Engage community members more **regularly**: *“I’d like to see politicians here to... show us that they are no different than the citizens they represent.”*

The people of Illinois trust the government with tax dollars, laws, protection, and family lives. However, political scandals and turmoil have led to a “corruption tax,” undermining trust in Illinois’ government over the years. Last decade, a Gallup poll indicated only one in four Illinois residents were confident in their state government, the lowest in the country.

We heard you are looking for more transparency, opportunities to share your voice, and for a restoration of accountability for government officials. You are seeking clear guidelines and procedural limits with respect to lobbying, campaign contributions, conflict(s) of interest, and economic interest disclosures. You have called for more visibility into government commitments and progress, such as through published annual reports that measure and report on the Office’s performance. And you want continued public engagement in the governmental process, be it through opportunities to share feedback online, town halls that allow you to ask questions of government leaders, and site visits that allow leaders to “walk a mile in employees’ shoes” and identify areas of celebration and improvement.

We know that demonstrating both our commitment and our progress is critical to enhancing public trust.



Customer centricity and modernization

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Upgrade technology and modernize outdated systems, equipment, and processes: *"We are in desperate need of technological upgrades." "Many of the services that one needs to go into a DMV or other license plate services should be able to be done virtually."*

Ensure that government facilities are more accessible and welcoming to all Illinoisans: *"Given the importance of the Secretary of State's Office in so many aspects of day-to-day-life, it is critical that Illinois residents of all backgrounds and languages can easily access our online portals."*

Develop government services and solutions that are cohesive, clear, and connected: *"We need to constantly evolve to improve customer experience and think of [Secretary of State sites] as retail facilities."*

Create streamlined and consistent experiences at all our locations: *"Satellite offices should offer the same services as regular driver facilities." "Please coordinate across departments to offer services everywhere people go."*

When the people of Illinois interact with our Office, they develop immediate perceptions of their experience. Were they greeted with a warm welcome? Were they able to get their questions answered? Was the process quick and efficient? Was accessing the service – physically or virtually – easy to do? For too many Illinoisans, the answer to these questions has been a “no.”

We heard your accounts of long wait times and different standards of service across driver services facilities, leading to a significant “time tax” on citizens seeking to renew their licenses or obtain a Real ID. We appreciate the burden this puts on all of you, especially on our seniors, non-English Language Speakers, and accessibility-challenged populations.

We heard that you value libraries and see them as community anchors, but that a million Illinois residents today still have no access to library resources or basic information needs – let alone other connection points to services the Secretary of State's Office provides.

We heard that you welcome information, but that it can be hard to find, be it guidelines on how to register to vote or how to file paperwork to keep a small business or nonprofit in compliance.

None of this can happen without modernization of our delivery: using leading-edge technology to help customers to perform more functions online (think scheduling appointments, submitting business filings, applying for jobs, verifying documents) *and* equipping our dedicated office staff with the tools and training to provide exceptional service more easily in person.

A first step will be to work with Illinoisans to understand what a great “21st-century” customer experience should look like – and then to pilot different initiatives, quickly. We plan to make the Office a leading national example of an accessible, supportive, and easy government experience.



Public education and awareness

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Give the public a voice and an opportunity to **provide input**: *“Host business round tables.” “Have a suggestion box, or something like feedback surveys after customer service interactions.”*

Improve awareness with respect to information, sites and facilities, and services: *“Access to information is where it all starts. We can't encourage people to register or vote if they don't know where to go or how to get there.” “Update the website to have current and correct information. There are a lot of conflicting statements on the site.”*

A healthy and thriving society requires active citizen participation in areas such as public health, the environment, and the economy. Examples of citizen action include supporting organ donation, adopting more sustainable and earth-friendly practices, and launching small businesses that meet important community needs. What often makes this difficult in practice is a lack of awareness of why to engage and how to do it.

We heard that you aren't always “in the know” on important priorities like election cycles or civic engagement opportunities. You don't have full visibility into how **you** can contribute to positive social outcomes: how taking immediate steps to reduce distracted driving can significantly lower road fatalities, or how composting food waste can reduce harmful greenhouse gas emissions.

You also don't have a full appreciation of the services, resources, and civic activities available to you, nor do you feel like you have a voice in making them more user-friendly. You want more opportunities to hear from our office and, in turn, to share your thoughts and perspectives with us, both in writing and in person.

Transparent public education and feedback are crucial to our success as a state, and we are eager to step up our efforts to connect you to services, create needed change, and be a trusted partner and convener on your behalf.



Workforce enablement

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Foster an office staff committed to the mission and the work: *"I am super excited for the future of the office. We need pay that is just and fair for the increased workload that we are doing, and transparent leadership that will continue the motto of 'customer service above all.'"*

Process **technological upgrades** to support staff in their day-to-day activities: *"Employees are doing everything manually and can't keep up with demand... we need technology to be where it should be in 2022."*

Empower staff to be heard and contribute ideas: *"We have many ideas and insights to share with you as we move forward." "Talk with employees that are in direct contact with customers and paperwork."*

Our Office can only be as exceptional as the individuals within it. That's why it is our goal to bring the best out of our employees. By investing in our people, we will ensure that our workforce is equipped to serve you – the state of Illinois.

From our staff, we heard excitement around opportunities to strengthen inclusivity, build diverse teams, and create an environment where both employees and our customers feel welcomed and represented. Employees shared a strong desire to be "seen" and engaged, as well as an interest in helping shape the future of the office and see a long-term home for themselves within the Secretary of State's Office.

We also heard accounts about the current state of technology within some of our offices, and the need to make our people's lives better with updated technology, collaboration tools, more flexible working environments, and professional development opportunities.

We know we need to lead by example so that we can help lead our State. We see the importance of re-opening lines of communication with our staff, encouraging ideas, transparency, and collaboration to create change. What works well? What problems do you face? What are the obstacles that lead to frustration? What would help improve day-to-day operations? Let's work on this together.



Access and environmental sustainability

“

Access is central to everything the Secretary of State does, from communications to services: *"Increase hours at locations on consistent, select days to ensure everyone has access to in-person services."*

Uplift communities and constituent groups without access to Secretary of State services: *"[The office] needs to be a catalyst to expand access. There are one million Illinois residents without access to library resources or basic information needs."*

Sustainability efforts can start with understanding and improving **internal operations to reduce state emissions and waste**: *"The office needs to conduct an energy audit to understand current practices." "How is trash currently being disposed of? Garbage should be disposed of through waste-to-energy plants"*

Multiply our environmental impact through our interactions and beyond the agency: *"No other entity communicates with drivers more than the Secretary of State." "Environmental stewardship should be a [performance indicator] in contract selection."*

The people of Illinois deserve a government office that ensures that they have access to services, takes steps to engage them in decision-making processes, and promotes opportunities to preserve everything Illinois has to offer future generations.

We heard that you would like to see the Office lead by example, multiplying our impact beyond the agency. We appreciate the confidence you have placed in us and welcome the opportunity to reevaluate our approach to environmental sustainability – from piloting electric vehicles for our fleet to establishing procurement contracts with environmentally-conscious and minority-owned vendors.

We heard that we need to improve access from the services we offer, to the facilities we manage, to the people that make the Secretary of State's Office the place it is – our staff, leaders, and partners. You have called on us to be more proactive to ensure that digital services are offered in multiple languages and that our communications and documentation reflect the State and its diversity. And you want us to continue to identify ways to make our sites work for you, from access to services, to handicap parking, to hours of operation.

Given the Office's large physical footprint – with a staff of 4,200 employees, 138 driver facilities, oversight of the Capitol Complex, and authority to provide grants to libraries – we believe we are poised to champion access to resources and sustainability, both internally through our office operations and externally through public education and awareness.

Among our priorities is narrowing the digital divide, which is a major barrier for many who need access to government and other critical services. As we modernize the Office's infrastructure and implement a new customer experience, we will ensure Illinoisans can access the services we provide and the civic participation opportunities we promote.



Our commitments to you

You have given us a lot to consider, and we have reflected on your input thoughtfully. Based on your feedback and the nine committees' findings, we are pleased to make the following seven commitments to the Illinois public – along with how your experience might look different as you engage with the Secretary of State's Office.

Commitment #1: We will earn public trust through good government, ethical proceedings, and transparency.

We will prioritize greater transparency and accountability for public officials to position the Office as a leader in ethics reform. We will "walk the walk" by declaring ethical expectations upfront, being more open with disclosure of activities, relationships, and economic interests in intersectional legislative strategy, and auditing current policies and practices across the Office.

On our first day in office, we issued an Executive Order to set high ethical standards from the start. We have initiated the review of the use of state vehicles to ensure they conform to state business-related functions, strengthened the Secretary of State Policy Manual's sexual harassment policy to remove unnecessary and arbitrary burdens, and codified an official office policy to prohibit employees and contract workers from making political contributions to the Secretary's political fund, in addition to three other actions.

Building on this momentum, we will also bring forward legislative action that enhances the two-year lobbying ban to other levels of government, clarifies the role of consultant lobbyists, and reforms disclosure requirements.

Commitment #2: We will make Illinois driver services among the best in the nation by digitizing and simplifying the user experience and partnering to ensure expanded access for all.

There is a lot to do to make Illinois driver services and facilities among the most customer-centric and accessible in the country and to ensure Illinois roads are safe for all users. While efforts like technology modernization will take time, we know we can make some immediate changes.

In our first weeks, we will lay the groundwork for digital service offerings and improvements – like the Skip-the-Line program and electronic titling – to reduce wait times and make the customer experience easier, faster, and more enjoyable. To do so, we will initiate an internal operations assessment to understand upgrades needed at driver facilities and on behalf of our employees.

On the safety front, we will bring forward legislative action such as banning recording and video conferencing during vehicle operation to reduce distracted driving and improve public well-being.

And we want to continue to hear from you: we will be convening a task force of unions, businesses, and state agencies to review Commercial Driver's License requirements, and anticipate creating more opportunities like this to collaborate across the state and other key stakeholder groups.



Commitment #3: We will empower all our employees with training, resources, and recognition to make the Illinois Secretary of State Office a top place to work across public agencies.

We have an incredible staff that is committed to delivering exceptional service to stakeholders across the state, across a range of supports, touchpoints, and locations. We, in turn, are committed to them, to ensure their work is fulfilling, they have the tools and flexibility to do their jobs easily and well, and they feel recognized and rewarded for all they do.

To begin, we will survey our staff to understand what their needs and hopes are, enabling us to take quick action on improvements. We will review our office's human resources and talent policies to ensure that we continue to attract, develop, and retain a great team, and renew our commitment to Diversity, Equity, Inclusion, and Access (DEI&A). And we will leverage technology to allow our staff to work more efficiently and effectively, starting with building our understanding of how technology is currently being used to identify potential upgrades to our systems and processes.

Commitment #4: We will listen to and, more importantly, provide you – our constituents – with more ways to engage and provide feedback.

We are already in process of developing an engagement strategy for internal and external communications to strengthen the public's trust. We will be conducting a statewide listening and site visit tour to "live your experience" at driver's services facilities, libraries, and voter registration sites. And we will be launching regular Town Hall meetings with the Secretary of State leadership to provide updates and opportunities for the public to ask us anything.

Throughout our time in office, we will maintain two-way communication and forums for you to give us feedback and suggest ideas to get better at what we do.

Commitment #5: We will bring the Secretary of State's Office to you, wherever you are, by exploring new and innovative ways to offer accessible services across departments.

The services our office provides help constituents get to their destinations safely, build businesses that drive our economy forward, and save lives through the Organ Tissue Donor Program. We commit to expanding those services and more beyond their physical sites, bringing cross-departmental resources to every Illinoisan, wherever they may be.

You asked us for a more diverse set of on and off-site activities: more pop-up voter registration sites, more organ and tissue donation sign-up locations, and more DMV kiosks. You also wanted a wider array of digital resources like e-books and databases that increase access to information and support important community resources: public, school, and academic libraries.

In the short-term, we will begin an accessibility audit of our facilities to identify where site-specific changes like increased parking for Illinoisans with disabilities or accessibility challenges will occur



and when. And finally, we will engage you, our customers, to help shape this journey every step of the way.

Commitment #6: We will make the Office a trusted partner and convener on your behalf, working tirelessly to support existing businesses and help expand new ventures within the state of Illinois.

We have the opportunity – and responsibility – to connect people to resources. Whether those resources are from our office or in the state ecosystem, we will develop a hub for businesses and organizations, their leaders, and aspiring entrepreneurs. We have a wonderful array of opportunities across our state, but we can do more to help you navigate and take advantage of available resources.

To start, we will develop and launch a short video series to orient business owners and aspiring entrepreneurs to state resources and requirements. And we will begin to explore collaborations (for example, with the Women's Business Development Center, Chicago Minority Supplier Diversity Development Corporation, Goldman Sachs 10000 Small Business Initiative, and State's Business Enterprise Program) to provide additional opportunities to connect and receive business development support.

Given our reach and at least annual touchpoints with businesses and organizations, we have an open door to engage business owners and communities for input and feedback to drive the change that Illinoisans want, whether it be in supporting minority entrepreneurs or finding ways for businesses to encourage greater sustainability practices, organ and tissue donation sign-up, and voter participation. And in the long-term, together, we will celebrate successful businesses, organizations, and entrepreneurs that make our economy stronger.

Commitment #7: We will lead by example and use the Office's position to serve as a national model for environmental sustainability.

We are making environmental sustainability a priority and will start our journey on our first days in the Office.

We will be quickly building our understanding of the environmental impact we make as an Office – the fuel, energy, and resource we consume to conduct our operations – by surveying our staff and conducting site visits. This will help us develop sustainability policies to shift purchasing towards environmentally conscious vendors, offer services and recordkeeping online, and explore incentive opportunities to encourage adoption across departments.

As we mature our understanding and define avenues of impact, we commit to sharing our environmental vision statement with you and to leading the way for others to join.



What will success look like?

Our aspirations for the Office are bold, and we know we won't be able to get there on our own.

Won't you join us to make the Secretary of State's vision of the future a reality?

- **Driver Services Facilities and Road Safety:** We will make Illinois driver services and facilities among the most customer-centric and accessible in the country and ensure Illinois roads are safe for all users.
- **Ethics and Office Policies:** We will restore the public's trust and redefine public service in Illinois.
- **Library Enhancements:** We will champion access to diverse and inclusive information by equitably distributing library resources, activating collaborative partnerships, and supporting freedom of thought.
- **Securities Division:** We will boldly protect Illinoisans, especially the most vulnerable, from constantly-evolving threats from fraudsters and scammers.
- **Voter Rights and Registration:** We will be the national model for voter access, engagement, and turnout.
- **Business Services:** We will make Illinois an entrepreneurial and business-minded state, with accessible support for all residents.
- **Organ and Tissue Donations:** We will find a match for every Illinoisan who needs one by increasing registered donors, particularly among communities where the largest disparities exist.

Through **Technology Enhancements**, *we will leverage technology to make the provision of services as quick and easy as possible for the constituents of Illinois and the employees of the Secretary of State's Office through simplified, mostly digital experiences.*

And, with a commitment to **Environmental Initiatives**, *we will become one of the most sustainable offices in the country, using our platform to drive innovation and adoption of environmentally friendly practices across the state.*

Let's Rev Up, Illinois!



Overview of Committees and Our Approach

As our new administration settles into the Office, we will be thoughtful and intentional in how we effect change. We intend to build off the great foundation Secretary White established over the last 24 years, using our Transition Committees and you – the public – as a guide.

When we embarked on this process, we asked Transition Committee leaders to do the following:

1. Set a vision and determine what success looks like
2. Identify challenges, opportunities, and/or suggestions for improvement
3. Consider practices and lessons learned from similar initiatives in Illinois and elsewhere
4. Review public comments and incorporate your feedback
5. Generate potential strategies to address challenges and opportunities
6. Identify actions we can take together as we move forward

Given the broad mandate of the Secretary of State's Office, the nine Transition Committees worked hard to identify the top issues for us to address as a new administration. They also incorporated the interesting and innovative ideas from both the public and transition committee members, representing the voice of their stakeholders and communities.

In the following sections, you will find each committee's findings in detail. These sections describe what each committee heard from peers, partners, and the people of Illinois. We hope you are as energized by this thinking as we have been, and invite you to continue to contribute your input as we move forward.



Driver Facilities and Road Safety Committee Findings

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Driver Facilities and Road Safety Committee Findings

Our committee's vision for **Driver Facilities and Road Safety** is to make Illinois driver services and facilities among the most customer-centric and accessible in the country. Moreover, we want to ensure that Illinois roads are safe for all users.

If successful, this would mean more accessible service locations, reduced wait times, reduced time per transaction, and increased customer satisfaction through physical and virtual touchpoints, alongside a broader goal of fewer traffic crashes and fatalities for the people of Illinois.

The following table highlights the challenges and opportunities the Driver Facilities and Road Safety Committee found, and the public feedback we received.

Challenge / Opportunity	What We Heard
Lack of online/digital service options often lead to long wait times (i.e., time tax) and poor customer experience	<ul style="list-style-type: none">▪ "Allow citizens to renew licenses fully online!"▪ "Many of the services that one needs to go into a DMV or other license plate services should be able to be done virtually"▪ "Allow appointments to be scheduled online for the DMV for specific dates and times with priority over walk-ins"
Opportunity to create consistent service offerings and improve retail experiences across all driver facilities	<ul style="list-style-type: none">▪ "Great customer service goes a long way"▪ "Satellite offices should offer the same services as regular Secretary of State driver facilities"▪ "We need to constantly evolve to improve customer experience and think of Secretary of State as retail facilities"▪ "Helpful to look at what's working in other contexts, like retail, and apply it to Secretary of State facilities"
Desire to streamline licensing processes, harmonize training, and clarify unlicensed vehicle regulations	<ul style="list-style-type: none">▪ "Is it possible to relook at the state's program for work driving permits?"▪ "Continue the easy transfer of out-of-state Commercial Drivers Licenses (CDLs)"▪ "Is there a way to improve the time it takes for school bus drivers to become licensed?"
Opportunity to increase equity and access for underserved populations	<ul style="list-style-type: none">▪ "Lack of ADA-compliant Driver's License Facilities"▪ "Please consider implementing an online option or invite feedback from registrants and caregivers on how to accommodate individuals' specific needs during the renewal process"▪ "Driver's facilities need to have significant improvement in multilingual service"



Challenge / Opportunity	What We Heard
	<ul style="list-style-type: none">▪ "Register individuals with developmental disabilities by expanding the current mobile unit"
Need to consider impacts of transportation trends on future landscape and how to mitigate downside risks	<ul style="list-style-type: none">▪ "Need to figure out vehicle miles tax versus motor fuel tax to fund transportation"▪ "With shift to electric vehicles (EVs) and lower motor fuel tax, need to think about other funding mechanisms"▪ "Class 3 or higher autonomous vehicles should be banned in 3 areas for safety concerns: school zones, construction zones, and highly populated areas"
Desire to reduce traffic crashes/fatalities and make roads safer for all users	<ul style="list-style-type: none">▪ "I have the right as a lawful pedestrian to walk safely on foot"▪ "The number of pedestrian and cyclist deaths has been growing steadily for years, and only pedestrian and cyclist-first infrastructure will remedy the problem"▪ "We need to monitor and ticket electric and motorized bicycle and scooter riders for traffic infractions, not stopping at stop signs, red lights, and riding on the sidewalks"

Recommendations:

Specific recommendations from the Driver Facilities and Road Safety Committee included:

- Use technology that shifts customers to online/digital services to reduce wait times and increase satisfaction
- Expand satellite office service offerings and revamp facilities to improve customer experience
- Improve availability of licensing/training programs and provide legal clarity on non-licensed vehicles
- Invest in tools to improve equitable service and leverage the Secretary of State's footprint to increase access to services
- Incentivize electric vehicles and study ways to properly fund transportation infrastructure and public transit
- Advocate for and pass large package of road safety measures to reduce fatalities and improve safety

To address these opportunities, the **Driver Facilities and Road Safety Committee** proposes the following potential strategies and short- and long-term actions to take.



Potential strategy	Short-term actions	Long-term actions
Use technology that shifts customers to online/digital services to reduce wait times and increase satisfaction	<ul style="list-style-type: none"> Begin a process to enable online scheduling for driver licensing and vehicle registration (Skip-the-Line) Scope launch of early pilot program for online service, dependent on feasibility, impact 	<ul style="list-style-type: none"> Combine driver licensing and vehicle registration into a single process / system Implement digital driver's licenses, CDLs, license plates, and electronic vehicle registrations and insurance reporting Enable document upload and document approval capabilities to streamline licensing process Develop roadmap for longer-term modernization of underlying IT systems that will enable future online/digital services
Expand satellite office service offerings and revamp facilities to improve customer experience	<ul style="list-style-type: none"> Initiate internal operations assessment to understand services provided, upgrades needed at each facility Initiate security review at driver facilities given cash transactions and other security challenges (e.g., angry customers, crime, and unreliable police response) 	<ul style="list-style-type: none"> Renovate existing driver facilities to provide modern and consistent retail feel and improved customer experience Ensure accessible parking and seating for seniors and people with disabilities Add EV charging stations, iPads, and other technology enablers to drive improvements and efficiencies Create consistent service offerings across all Secretary of State driver facilities (e.g., increase services offered at satellite Secretary of State facilities to match services offered at other locations) Expand hours and make them consistent to improve accessibility Hire security guards to ensure customer and employee safety
Improve availability of licensing/training programs and provide legal clarity on non-licensed vehicles	<ul style="list-style-type: none"> Initiate working groups of unions, businesses, state agencies to assess impacts of CDL requirements and recommendations Pass legislation granting non-home rule municipalities authority to regulate unlicensed vehicles 	<ul style="list-style-type: none"> Create partnerships with community colleges, high schools, and driving schools to increase available training programs and driving test options Create option for remote CDL training and written exams to ease the burden of obtaining or renewing license Credit out-of-state training hours for first-time CDL applicants in IL or enable the ability to transfer license into IL with proper testing Market training programs and provide financial support for people to participate



Potential strategy	Short-term actions	Long-term actions
	<ul style="list-style-type: none"> Extend cooperative testing pilot program for schools 	<ul style="list-style-type: none"> in programs to increase supply of CDL drivers Review state commercial driving requirements and identify opportunities to streamline/align with federal requirements
Invest in tools to improve equitable service and leverage Secretary of State footprint to increase access to services		<ul style="list-style-type: none"> Work with Dept of Corrections to provide state IDs for formerly incarcerated individuals Improve multilingual services; enable language processing, QR codes, virtual assistants, and other tools to make Secretary of State services more accessible Launch partnership with AARP to assist with streamlining application process for elderly residents Employ office "advocates" to ensure underserved get support they need Consider driver service kiosks at libraries and other visible locations Enable interoperability within state Secretary of State systems and between Secretary of State and city/I-Pass systems to more efficiently deliver overlapping services
Incentivize electric vehicles and study ways to properly fund transportation infrastructure and public transit	<ul style="list-style-type: none"> Pass incentives / rebates to lower EV purchase price, charging equipment / installation 	<ul style="list-style-type: none"> Lower electric vehicle registration fees Leverage Secretary of State channels to educate drivers and communicate benefits of EVs Consider alternative funding mechanisms for infrastructure funding and public transit (e.g., vehicles miles traveled (VMT) tax, vehicle registration fees tied to vehicle value, or other
Advocate for and pass large package of road safety measures to reduce fatalities and improve safety	<ul style="list-style-type: none"> Analyze road safety and collision data Remove discriminatory pedestrian jaywalking laws Repeal law disallowing hanging objects from rearview mirror 	<ul style="list-style-type: none"> Revamp IL driver's exam content and on-road test to protect vulnerable road users, particularly bicyclists and pedestrians Update rules of road, adopt "stop and yield" policy for bicycle safety Create targeted communications to driver groups about risks of distracted driving, speeding, and other dangerous behaviors



Potential strategy	Short-term actions	Long-term actions
	<ul style="list-style-type: none">▪ Pass legislation banning recording and video conferencing while operating a vehicle	<ul style="list-style-type: none">▪ Increase required behind-the-wheel training hours for driving students aged 15-18 and institute requirement for 18-21 age group▪ Consider lowering BAC limit from .08 to reduce drunk driving incidents▪ Increase vehicle registration fees for oversized trucks/SUVs▪ Consider autonomous vehicle regulations that limit usage in specific areas for safety reasons▪ Clarify Secretary of State Police jurisdiction and hire more road investigators to monitor large vehicles and promote road safety



Ethics and Office Policies Committee Findings

ALEXI GIANNOULIAS • SECRETARY OF STATE



Ethics and Office Policies Committee Findings

Our committee's vision for **Ethics and Office Policies** is to restore the public's trust in government and redefine public service in Illinois.

Success in this area will be measured by improved trust in government, increased applications and filling of vacancies within the Office, increased employee morale, and improved user experience in utilizing lobbyist registration.

The following table highlights the challenges and opportunities the Ethics and Office Policies Committee found, and the public feedback we received.

Challenge / Opportunity	What We Heard
Need to rebuild trust in government	<ul style="list-style-type: none">▪ "Modeling expectations works"▪ "I'd like to see politicians here to distance themselves from 'the elite' and show us that they are no different than the citizens they represent."▪ "Walk the walk; not just talk the talk"
Desire for increased accountability and transparency (in ethics-related policies and enforcement)	<ul style="list-style-type: none">▪ "Take criminal complaints against major corporations seriously"▪ "It would be good to see which officers from corporations or LLCs registered in the state are actively lobbying for legislation or specific projects from state agencies."▪ "I'd like to see more accountability in the Illinois government"▪ "There are inconsistencies that need to be addressed"
Opportunity to improve employee value proposition, including technology upgrades to enable employees (e.g., collaboration tools) and flexible working environments (e.g., remote work)	<ul style="list-style-type: none">▪ "I am super excited for the Future of the Office. We need pay that is just and fair for the increased workload that we are doing and transparent leadership that will continue the motto of 'customer service above all'"▪ "Please help your employees"▪ "We are in desperate need of technological upgrades"▪ "Advocate for minimum wage increase relief."▪ "Facilities need better protections for chronically ill, disabled, and immunocompromised staff. We are most at risk from COVID. We need more remote work options for vulnerable people."



In addition, this committee and the public stressed the need for more access to and communication with the Secretary of State, as summarized below.

Challenge / Opportunity	What We Heard
Need to improve access to Secretary of State facilities and services	<ul style="list-style-type: none">▪ "Create a "re-entry" packet for citizens after incarceration, suffering from homelessness or other long-term absences, which would include documents to assist in obtaining a driver's license or state ID card; provide info on registering to vote and link to partners that assist in obtaining housing, work, and training."▪ "Please launch a Statewide ID drive to register individuals with developmental disabilities by expanding the current Mobile Unit. It is very, very challenging for a facility that serves people with IDD or a caregiver to transport a person with special needs to an office where they must wait in line and navigate the process."▪ "Create welcoming, accessible spaces to ensure first experiences are a quality, lasting one"
Desire from employees for more communication and opportunities to give feedback, suggest ideas	<ul style="list-style-type: none">▪ "We have many ideas and insights to share with you as we move forward"▪ "Talk with employees that are in direct contact with customers and paperwork"▪ "Consider a task force on this issue"▪ "I'm currently an employee with the Secretary of State. This is the first time I believe I'm able to express myself"
Opportunity to improve employee value proposition, including technology upgrades to enable employees (e.g., collaboration tools) and flexible working environments (e.g., remote work)	<ul style="list-style-type: none">▪ "I am super excited for the Future of the Office. We need pay that is just and fair for the increased workload that we are doing and transparent leadership that will continue the motto of 'customer service above all'"▪ "Please help your employees"▪ "We are in desperate need of technological upgrades"▪ "Advocate for minimum wage increase relief."▪ "Facilities need better protections for chronically ill, disabled, and immunocompromised staff. We are most at risk from COVID. We need more remote work options for vulnerable people."
Desire for more diverse staff, as well as attention to diversity, equity, and inclusion	<ul style="list-style-type: none">▪ "We need strong, diverse teams"▪ "We need diversity in all locations"▪ "Provide opportunities for people to connect at work"



Recommendations:

Specific recommendations from the Ethics and Office Policies Committee included:

- Model good, ethical government by creating and enforcing policies for staff with regard to lobbyist interactions.
- Position the Secretary of State as a leader in ethics reform by including more disclosure on activities, relationships, and economic interests in intersectional legislative strategy
- Modernize the lobbyist registration database to make it more accessible
- Conduct budget and procurement audit to understand where money is being spent and align with "north star values"
- Develop legislative strategy that includes stricter laws for disclosure on activities, relationships, and economic interests to position Secretary of State as leader in ethics reform
- Seek employee ideas and feedback and establish mechanism for consistent communication and outreach
- Develop and implement a DEI&A strategy
- Update talent and human resource-related policies and processes to support new technologies, boost morale, and empower employees
- Strengthen employee value proposition for current and future employees
- Promote public service as a career path by creating opportunities for young adults to learn about public service and interact with Secretary of State
- Conduct an accessibility assessment of Secretary of State facilities and services to solicit consumer feedback and identify areas for improvement (e.g., handicap parking, signage, and hours)
- Develop a communication and outreach strategy to engage with stakeholders and constituents on a regular basis

To address these opportunities, the Ethics and Office Policies Committee proposes the following strategies and short- and long-term actions the Office can take.

Potential strategy	Short-term actions	Long-term actions
Model good, ethical government through creating and enforcing policies for staff with regard to lobbyist interactions	<ul style="list-style-type: none">▪ Conduct an audit of current ethics policies across the Office▪ Benchmark best-in-class policies regarding lobbyist interactions	<ul style="list-style-type: none">▪ Design, vet, and roll out updated policies
Modernize the lobbyist registration	<ul style="list-style-type: none">▪ Conduct assessment of current lobbyist registration system	<ul style="list-style-type: none">▪ Design updated lobbyist registration database to improve



Potential strategy	Short-term actions	Long-term actions
database to make it more accessible		user experience (including the ability to export information into standard file formats), and make it interoperable with other related systems
Conduct budget & procurement audit to understand where money is being spent and align with "north star values"	<ul style="list-style-type: none"> Conduct audit of Secretary of State budget Look at where lobbyist registration money can be contributed to implementing projects in line with values (e.g., building of new lobbyist database) 	<ul style="list-style-type: none"> Conduct audit annually to ensure procurement aligns with values (e.g., spend by sustainable, diverse, small-business, and women-owned businesses)
Develop legislative strategy that includes stricter laws for disclosure on activities, relationships, and economic interests to position Secretary of State as leader in ethics reform	<ul style="list-style-type: none"> Outline legislative priorities, including: Clarify Lobbyist Registration Act Expand registration for units of local government with contract lobbyists Expand disclosure requirements (e.g., relationships and economic interest) Find bill sponsor(s) to champion through legislature 	<ul style="list-style-type: none"> Develop a resource to manage ambiguity in Lobbyist Registration Act guidelines Continue advocating for ethics reform laws
Seek employee ideas and feedback and establish mechanism for consistent communication and outreach	<ul style="list-style-type: none"> Conduct survey to understand employee sentiment Launch visiting / listening tour Offer a virtual suggestion box to engage Secretary of State employees Host regular town hall meetings either virtually or in person with Secretary of State leadership 	<ul style="list-style-type: none"> Collaborate cross-departmentally to identify opportunities for monthly pop-up Secretary of State sites



Given the importance of incorporating employee and constituent feedback, this committee proposed the following potential strategies and actions.

Potential strategy	Short-term actions	Long-term actions
Develop and implement a DEI&A ¹ strategy	<ul style="list-style-type: none">Conduct assessment of current DEI&A practices (e.g., employee attrition rates, minority representation, procurement spend by business type)Dedicate resources to DEI&A work within Secretary of State's Office (e.g., hire Chief DEI&A Officer)Develop a DEI&A planExplore opportunities to encourage consistent cultural celebrations (e.g., Diwali, Pride, and Hispanic Heritage)	<ul style="list-style-type: none">Create an annual DEI&A reportExplore opportunities to leverage Employee Resource Groups (ERGs) affinity groups
Update talent and human resource-related policies and processes to support new technologies, boost morale, and empower employees	<ul style="list-style-type: none">Conduct assessment on current HR and talent policies and processes (e.g., hiring processes)Determine what is law, what is policy, and what is practice	<ul style="list-style-type: none">Procure and implement an applicant tracking system² (ATS) for all Secretary of State departmentsReview hiring policies and competency exams to see if still applicable or requiredExplore remote / flexible / hybrid work optionsUpdate performance management system
Strengthen employee value proposition for current and future employees	<ul style="list-style-type: none">Benchmark compensation and benefits across government agenciesUpdate new employee onboarding to communicate the Secretary of State value propositions including	<ul style="list-style-type: none">Explore volunteer time-off (VTO) opportunities for full-time staffOffer financial wellness workshops (e.g., 401K and

1 . This section depicts internal aspects of a DEI&A strategy, focusing primarily on Diversity, Equity, Inclusion & Accessibility (DEI&A) within the agency. For more accessibility-specific information, please see 'conduct an accessibility assessment of Secretary of State facilities...' in subsequent strategies

2 Applicant Tracking Systems (ATS) allow recruiters and employers to digitally track candidates throughout the recruiting and hiring process. The current process is a paper application



Potential strategy	Short-term actions	Long-term actions
	centralized resources (e.g., benefits), training schedules, and ways employees can get involved	pension) to all Secretary of State staff regardless of tenure ³ <ul style="list-style-type: none">▪ Explore opportunities to offer tuition reimbursement▪ Develop a mentor network for new hires▪ Identify opportunities to recognize internal leaders (e.g., advocates on disability issues and champions of diversity)
Promote public service as a career path by creating opportunities for young adults to learn about public service and interact with the Secretary of State	<ul style="list-style-type: none">▪ Design hands-on learning opportunities for high school or community college students to work directly in the Secretary of State's Office (e.g., Jesse White Public Service Fellowship)	<ul style="list-style-type: none">▪ Roll out program and host pilot
Conduct an accessibility assessment of Secretary of State facilities and services to solicit consumer feedback and identify areas for improvement (e.g., handicap parking, signage, and hours)	<ul style="list-style-type: none">▪ Design an accessibility assessment using best practices and universal guidelines (e.g., ADA⁴)▪ Open dialogue with Secretary of State facilities and operations to proactively identify focus areas	<ul style="list-style-type: none">▪ Administer accessibility assessment across Secretary of State facilities▪ Engage community organizations (e.g., AARP) and the public to solicit input▪ Develop a facilities improvement plan▪ Execute facilities improvement plan▪ Socialize and communicate outcomes within Secretary of State departments and beyond the agency▪ Increase enforcement of ADA parking violations by Secretary of State police (e.g., holiday patrols)▪ Improve website design (e.g., WCAG⁵) and accessibility (e.g.,

³ Current policy allows employees to attend one class after 5 years of service

⁴ Americans with Disabilities Act (ADA)

⁵ Web Content Accessibility Guidelines (WCAG)



Potential strategy	Short-term actions	Long-term actions
		online consultations and scheduling) <ul style="list-style-type: none">▪ Explore opportunities to provide Secretary of State services (e.g., pop-up Secretary of State sites) to access vulnerable communities (e.g., recently released from correctional custody)
Develop a communication and outreach strategy to engage with stakeholders and constituents on a regular basis	<ul style="list-style-type: none">▪ Begin to define an external communication strategy in coordination with internal communications▪ Begin to schedule external speaking engagements and opportunities to engage with community partners	<ul style="list-style-type: none">▪ Explore proactive scheduling opportunities (e.g., pop-up events, and ad-hoc panels) to promote key priorities to public▪ Develop a monthly video series (e.g., Ten Things Young Drivers Need to Know)▪ Leverage Secretary of State social media accounts (e.g., Instagram and Facebook) to support broader communication strategies



Library Enhancements Committee Findings

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Library Enhancements Committee Findings

Our committee's vision for **Library Enhancements** is to champion access to information by equitably distributing library resources (e.g., online education resources, databases, and e-books), activating collaborative partnerships, and supporting freedom of thought.

If successful, this would mean increased library utilization, reduced number of Illinois residents not served by a library system, and increased number of inter-office initiatives.

The following table highlights the challenges and opportunities Library Enhancements Committee found, and public feedback we received.

Challenge / Opportunity	What We Heard
Opportunity to improve equity of access to libraries and library resources	<ul style="list-style-type: none">▪ "We need to find a way to offer public library services to the one million residents of IL without access today"▪ "Libraries are anchors in our communities and provide much-needed services to residents of Illinois"▪ "Secretary of State needs to be a catalyst to expand access. There are one million Illinois residents without access to library resources or basic information needs"▪ "There are some libraries with budgets of less than \$20,000"
Desire to provide a statewide resource package (e.g., databases and online educational resources)	<ul style="list-style-type: none">▪ "A core database package would equalize the information playing field and give every single person in the state the same access to essential and authoritative resources that can help them navigate their daily lives"▪ "My mid-sized library, for example, sets aside \$65,000 for databases that we'd much rather use on programming or hiring another staff member"
Opportunity to narrow digital divides with technology hubs and mobile services (e.g., DMV pop-ups)	<ul style="list-style-type: none">▪ "A state-coordinated and funded digital library would increase access and start to make a dent in the one million currently unserved"▪ "Please coordinate across departments to offer services everywhere people go (i.e., DMV kiosks in libraries)"
Desire to support freedom of thought and diverse stories	<ul style="list-style-type: none">▪ "We need to affirm the importance of materials that represent all viewpoints and denounce the efforts of intimidation by those who seek to stifle representation and freedom of thought"▪ "BIPOC and LGBTQ+ authors and readers are being disproportionately targeted for removal from library collections"



In addition to the opportunities outlined above, the committee noted the following.

Challenge / Opportunity	What We Heard
Shortage of qualified librarians and library media specialists	<ul style="list-style-type: none">▪ "Every school in Illinois needs a certified librarian. Not only do they curate collections to the needs of their school, but they also provide valuable instruction on information literacy"▪ "I am the only certified librarian for approximately 1,200 students"▪ "School districts need to have full-time, certified librarians in each building for students to be successful, master academic standards, and graduate with bright futures ahead of them"
Libraries are often inequitably funded and budget burdened, with an opportunity to leverage Secretary of State resources to funding gaps (e.g., for school libraries)	<ul style="list-style-type: none">▪ "Grants for public school libraries are very important to curating the best library possible for their patrons"▪ "We need more funding to improve buildings and collections, especially as libraries are some of the last refuges for those experiencing homelessness"▪ "Investing in public libraries invests in infrastructure, communities, education, businesses, and people of all ages"
Impact may be accelerated through collaborative partnerships	<ul style="list-style-type: none">▪ "Librarians also order books for the school and provide activities that form community and parent partnerships"▪ "We can't accomplish everything we want to without partnerships. We are stronger together"
Desire to leverage Secretary of State resources to support school libraries	<ul style="list-style-type: none">▪ "Decades of research, some of which is specific to Illinois, supports further investment in school libraries"▪ "Data proves that schools with school libraries provide students with a more thorough and higher quality education!"

Recommendations:

Specific recommendations from the Library Enhancements Committee included:

- Strengthen collaborative relationships with partner organizations (e.g., ILA⁶, RAILS⁷, and IHLS⁸) to expand access
- Use Illinois State Library (ILS) budget to provide statewide library resources (i.e., databases) to increase access to information and relieve budget-burdened libraries
- Advance technology adoption and digital resources to automate internal procedures (e.g., recordkeeping), expand public facing services (e.g., WiFi), and remove geographic barriers in accessing library resources (e.g., e-books)

⁶ Illinois Library Association (ILA)

⁷ Reaching Across Illinois Library System (RAILS)

⁸ Illinois Heartland Library System (IHLS)



- Create an environment to attract and retain certified librarians and library media specialists
- Explore ways to expand and equitably distribute funding across libraries statewide
- Leverage the Illinois Library and Information Network (ILLINET) to educate and engage the public
- Leverage existing Secretary of State assets to test inter-agency collaborations (e.g., mobile DMV sites)
- Engage the public to drive understanding of end-user demands

To address these opportunities, the Library Enhancements Committee proposes the following strategies and short- and long-term actions the Office may take.

Potential strategy	Short-term actions	Long-term actions
Strengthen collaborative relationships with partner organizations (e.g., ILA, RAILS, and IHLS) to expand access	<ul style="list-style-type: none">▪ Collaborate with partner organizations and state agencies to understand the demographic characteristics of unserved areas▪ Begin to identify opportunities to offer library cards to educators, students, and school staff	<ul style="list-style-type: none">▪ Help shape legislation to expand equitable access (e.g., universal library system)▪ Explore TBBS⁹ expansion opportunities, including additional outreach and education▪ Host book talks and events to generate conversation, including diverse authors or stories with diverse characters▪ Identify opportunities to improve trustee education and engagement▪ Explore public-private (e.g., Amazon and Rivian) partnerships to expand resources and access in rural communities▪ Leverage Secretary of State platform to educate system members, funders, and other stakeholders about who is unserved in Illinois
Use ISL ¹⁰ budget to provide statewide library resources (i.e., databases)	<ul style="list-style-type: none">▪ Fund a statewide core suite (e.g., ProQuest, Gale, EBSCO,	<ul style="list-style-type: none">▪ Leverage ISL negotiating power to supplement statewide resources with additional databases (e.g.,

⁹ Talking Book and Braille Service (TBBS)

¹⁰ Illinois State Library (ISL)



Potential strategy	Short-term actions	Long-term actions
to increase access to information and relieve budget-burdened libraries	<p>and World Book) of electronic databases</p> <ul style="list-style-type: none">▪ Explore opportunities to support CARLI's¹¹ Online Educational Resources Initiative▪ Create a line item in the ISL budget to finance library initiatives such as Online Educational Resources (OERs)	<p>Reference USA, JSTOR, and The New York Times) and training</p> <ul style="list-style-type: none">▪ Use ISL purchasing power to negotiate with publishers to increase access to e-books and reduce associated licensing fees (i.e., License to Read)
Advance technology adoption and digital resources to automate internal procedures (e.g., recordkeeping), expand public facing services (e.g., WiFi), and remove geographic barriers in accessing library resources (e.g., e-books)	<ul style="list-style-type: none">▪ Explore ways to digitize and automate paperwork requirements▪ Continue to expand high-speed internet in rural service regions	<ul style="list-style-type: none">▪ Partner with academic institutions (e.g., University of Illinois, University of Chicago) to develop a Digital Navigator¹² program▪ Explore options to offer a statewide digital library with partner organizations (e.g., ILA, RAILS, and IHLS) and academic institutions▪ Explore solutions like rentable hot spots in places where Wi-Fi expansion may be limited▪ Identify partners to co-host digital literacy workshops (e.g., navigating library resources)▪ Revise Secretary of State protocol or make it easier for libraries to automate record keeping (e.g., Document Retention Process)▪ Identify opportunities to participate (e.g., workshops, informational seminars) in the Federal Communications Commission's E-rate program to help schools and libraries obtain affordable broadband▪ Identify partners to raise awareness about important

¹¹ Consortium of Academic and Research Libraries in Illinois (CARLI)

¹² Digital navigators are trained individuals, typically based in a community organization, who provide tailored support for the full spectrum of digital inclusion needs, from internet and device access to digital skill building



Potential strategy	Short-term actions	Long-term actions
		community topics (e.g., health, financial, and education services)
Create an environment to attract and retain certified librarians and library media specialists	<ul style="list-style-type: none">▪ Partner with academic institutions (e.g., University of Illinois, and University of Chicago) to identify policy and monetary levers▪ Partner with peer organizations (e.g., ILA, RAILS, and IHLS) to offer professional development opportunities	<ul style="list-style-type: none">▪ Encourage and empower young adults to participate in library-affiliated programs▪ Raise awareness (e.g., grant opportunities and progress updates) at library-related conventions (e.g., Illinois Library Association's Annual Conference)▪ Explore an Illinois State Library Fellowship Program▪ Explore opportunities to expand scholarships, offer subsidized loans, and pilot tuition reimbursement programs
Explore ways to expand and equitably distribute funding across libraries statewide	<ul style="list-style-type: none">▪ Baseline grant allocations and their intended versus actual return on investment▪ Explore opportunities to make thoughtful appointments (e.g., Illinois State Library Advisory Committee and the Director of Illinois State Library) to support potential recommendations (e.g., databases, online educational resources, e-books, and certified librarians)	<ul style="list-style-type: none">▪ Explore additional Library Services and Technology Act (LSTA) grant opportunities for community colleges▪ Prioritize grant allocations based on need and impact potential▪ Leverage Secretary of State platform to educate municipalities and explore local levy options▪ Identify grant opportunities to better support summer reading programs▪ Develop a suite of out-of-the-box marketing and public engagement templates for libraries to use



In addition to the above, this committee recommended the following potential strategies and actions to take.

Potential strategy	Short-term actions	Long-term actions
Leverage the Illinois Library and Information Network (ILLINET) to educate (e.g., DEI and sustainability) and engage the public	<ul style="list-style-type: none">Stand-up a monthly special topic series (e.g., Climate & Sustainability Month, New Entrepreneur 101, DEI¹³, and LGBTQ+ Rights)Leverage Secretary of State platform to generate press exposure for public, school, and academic libraries (e.g., a calendar of the major library week celebrations and conventions)	<ul style="list-style-type: none">Explore ways to bring Spanish language literacy programs to public librariesPilot subsidized iREAD programs in partnership with the Illinois Library AssociationContinue to support successful ISL initiatives (e.g., afterschool programming and grant funding), build on enhancements, and pilot new ideas (e.g., expanded adult literacy programs)Increase collaboration and coordination between existing literacy programs (e.g., Adult Literacy and Child Literacy)Raise awareness for Illinois State Library Patent Repository
Leverage existing Secretary of State assets to test inter-agency collaborations (e.g., mobile DMV sites)	<ul style="list-style-type: none">Identify pilot opportunities across Secretary of State departments	<ul style="list-style-type: none">Increase DMV mobile service pop-up sites across library system partnersStand-up voter registration sites before elections in high-traffic areas (e.g., Cook, Lake, and Kane County) in conjunction with local clerks and recordersIdentify opportunities to partner with Secretary of State Department of Business Services; the State Chamber of Commerce; and the new University of Illinois Innovation Center to offer tutorials and new entrepreneur workshops
Engage the public to drive understanding of end-user demands		<ul style="list-style-type: none">Assess offerings across libraries (e.g., books and other resources) and compare against user demands

¹³ Diversity, Equity, and Inclusion (DEI)



Securities Division Policies Committee Findings

ALEXI GIANNOULIAS • SECRETARY OF STATE



Securities Division Policies Committee Findings

Our committee's vision for **Securities Division Policies** is to boldly protect Illinoisans, especially the most vulnerable, from constantly evolving threats from fraudsters and scammers.

Success in this area would show a reduction in instances of fraud, an increase in corruption investigations, an increase in the number of convictions, and an increase in education engagements.

The following table highlights the challenges and opportunities the Securities Division Policies Committee found, and public feedback we received.

Challenge / Opportunity	What We Heard
Challenge of evolving nature of securities threats and increased participation in markets	<ul style="list-style-type: none">▪ "There are so many ways today that people are being targeted for financial and securities crimes"▪ "Think about external trends that are affecting this team today, like the democratization of assets"
Desire for more aggressive protections against fraud and scams	<ul style="list-style-type: none">▪ "Take criminal complaints against major corporations seriously"▪ "They don't have enforcement authority – they can't bring a criminal case"
Opportunity to improve public awareness of common scams and how Securities Division provides enforcement	<ul style="list-style-type: none">▪ "Secretary of State brought a case and got her money back and vindicated her; there was no press release, there was no public announcement"▪ "Secretary of State has the ability to educate on these financial topics"
Opportunity to empower workforce	<ul style="list-style-type: none">▪ "Roughly half the office positions are vacant"▪ "What is appropriate compensation and how do we go about recruiting?"
Opportunity to increase awareness of Division	<ul style="list-style-type: none">▪ The public has hardly any awareness that this division exists, and they need to inform the public who they are, what they do, and how they can help"

Recommendations:

Specific recommendations from the Securities Division Policies Committee included:

- Identify typologies of most common frauds and create targeted prevention and response efforts to protect all Illinoisans, especially the most vulnerable, from securities crimes
- Advocate for prosecutorial authority and streamlined prosecution process



- Launch public education campaigns on fraud prevention and detection, including messaging tailored to vulnerable communities, to inform Illinoisans of evolving financial risks
- Publicize fraud and scam enforcement triumphs to deter future acts and draw attention to Division (i.e., to enhance recruiting)
- Enhance employee recruiting and retention practices to build a committed workforce
- Streamline investigator training to realize efficiencies and promote consistencies in skills
- Improve security at Secretary of State facilities

To address these opportunities, the Securities Division Policies Committee proposed the following strategies.

Potential strategy	Short-term actions	Long-term actions
Identify typologies of most common frauds and create targeted prevention and response efforts to protect all Illinoisans, especially the most vulnerable, from securities crimes	<ul style="list-style-type: none">▪ Identify typologies of common securities crimes (e.g., misrepresentation of what selling, 3rd party account hacking, and relative account theft) and most vulnerable populations (e.g., individuals over the age of sixty-five)▪ Explore best practices in prevention and enforcement from other states (e.g., Arizona or Massachusetts)	<ul style="list-style-type: none">▪ Build a roadmap to prevent, enforce, and respond to instances of corruption typologies, with specific measures for vulnerable communities▪ Increase advocacy to enforcement actors for appropriate prosecution (e.g., AG, SEC, and Fed)▪ Pass legislation to increase securities industry regulation▪ Expand reporting options (including determining effective channels for vulnerable communities to report securities crimes)▪ Explore partnerships with local monitors (e.g., banks) to increase monitoring of malpractice▪ Implement targeted solutions for vulnerable populations
Advocate for prosecutorial authority and streamlined prosecution process	<ul style="list-style-type: none">▪ Conduct a diagnostic of current reporting and identify gaps to best practice	<ul style="list-style-type: none">▪ Advocate to IL Attorney General for Securities Division authority to bring criminal and civil charges▪ Advocate for & support legislative change to streamline



Potential strategy	Short-term actions	Long-term actions
		reporting & prosecution process
Launch public education campaigns on fraud prevention and detection, including messaging tailored to vulnerable communities to inform Illinoisans of evolving financial risks	<ul style="list-style-type: none"> Identify specific trusted messengers and modes of communication for each stakeholder group likely to be impacted by securities crimes 	<ul style="list-style-type: none"> Partner with these trusted messengers on education and PSA campaigns that are directly targeted at the people most likely to be harmed Identify opportunities to increase awareness of Secretary of State securities and policies functions across the state, and especially downstate
Publicize fraud and scam enforcement triumphs to deter future acts and draw attention to the department (i.e., to enhance recruiting)	<ul style="list-style-type: none"> Issue public statements, call press conferences, and/or issue press releases when scammers are caught 	<ul style="list-style-type: none"> Evaluate the success of increased publicization on goals (e.g., hiring and deterrence)
Enhance employee recruiting and retention practices to build a committed workforce	<ul style="list-style-type: none"> Study compensation of team vs. comparable roles in other agencies within and beyond IL to evaluate the need for adjustments in compensation or benefits Identify critical gaps in the existing team and make intentional moves to fill 	<ul style="list-style-type: none"> Explore and act on recruiting best practices Understand the workforce required to carry out prevention and enforcement practices (e.g., more lawyers, auditors, and data analytic capabilities) Based on a comprehensive study, adjust compensation as needed and continue working to fill open staff positions Upskill staff on anti-corruption measures
Streamline investigator training to realize efficiencies and promote consistency in skills	<ul style="list-style-type: none"> Examine current investigator training for sworn officers & civilian employees 	<ul style="list-style-type: none"> Include civilian Securities investigators in sworn investigator training where possible
Improve security at Secretary of State facilities	<ul style="list-style-type: none"> Identify gaps in security at Secretary of State facilities (e.g., parking enforcement and navigating disputes at DMVs) 	<ul style="list-style-type: none"> Identify effective ways to partner across Secretary of State Offices and local law enforcement



Voter Rights and Registration Committee Findings

ALEXI GIANNOULIAS • SECRETARY OF STATE



Voter Rights and Registration Committee Findings

Our committee's vision for **Voter Rights and Registration** is to be the national model for voter access, engagement, and turnout.

If successful, this would mean increased voter registration rates, increased voter participation, and decreased racial, socioeconomic, and age-based disparities in voter turnout.

In reviewing public comments and in our discussions, the Voter Rights and Registration Committee found several common themes. Based on those themes, we propose the following challenges and opportunities.

Challenge / Opportunity	What We Heard
Current voter registration access points (e.g., DMVs) are not perceived as customer-centric and trusted resources	<ul style="list-style-type: none">"We need to view our DMVs as assets, places where people can go to drive our country forward – from licenses to registering to vote""Secretary of State employees should be equipped with the best information and training available to ensure we are serving the public to our fullest potential"
It can be difficult to find voter-related information and register to vote	<ul style="list-style-type: none">"I would love to see Illinois share voter information--how to register, how to access a sample ballot, all voting options – like they do in California. It's all there at your fingertips""Access to information is where it all starts. We can't encourage people to register or vote if they don't know where to go or how to get there"
Young adults are not adequately encouraged to participate ¹⁴ in elections	<ul style="list-style-type: none">"Young adults aren't showing up to vote. They are the future of our country; we need to do something to change that""Knowledge is Power and our high school teenagers need to be given a vote and voice""We took our college-bound seniors to polls in record numbers by word of mouth alone"
Disadvantaged communities (e.g., previously incarcerated populations, and communities of color ¹⁵) lack access to voting sites,	<ul style="list-style-type: none">"Ensure those who are in jail awaiting trial are given easy access to their right to vote and re-enfranchise those who have served their time. Those seem like worthy causes for the Secretary of State to explore""Civic participation is disproportionately difficult in disadvantaged communities and communities of color – from

¹⁴ Only 55.0% of the 18-24 voting population participated in 2020 elections per Kaiser Family Foundation

¹⁵ Less than half [46.8%] of the Hispanic voting population participated in 2020 elections – compared to the state average of 68.4% per Kaiser Family Foundation



Challenge / Opportunity	What We Heard
transportation, and registration assistance	getting to the poll to registering to vote – there are barriers all along the way"

Recommendations:

Specific recommendations from Voter Rights and Registration Committee included:

- Help shape legislation to expand equitable access (e.g., backend automatic voter registration and pre-registration)
- Leverage the National Voter Registration Act (the "Motor Voter" law) to drive voter registration in settings where people who are less likely to be registered to vote frequently (e.g., Medicaid enrollment, social service organizations, and health care settings)
- Proactively inform constituents about voting locations and election dates, using both technology (e.g., text messages) and community spaces (e.g., libraries)
- Advocate for expanded mail-in services and ballot drop box locations to reach more voters
- Proactively inform constituents about voting locations and election dates, using both technology (e.g., text messages) and community spaces (e.g., libraries)
- Partner to identify civic education opportunities (e.g., Rules of the Road and training in schools) to expand access to information for young adults
- Explore digital solutions to centralize voter-related information (e.g., election calendars, locations, deadlines, and registration requirements)
- Partner with other Secretary of State facilities (e.g., libraries) to reinforce voter-related support functions (e.g., voter registration and early voting) within the Office
- Explore external partnerships to raise awareness and reach otherwise hard to access audiences (e.g., young adults and disadvantaged communities)

To address these opportunities, the Voter Rights and Registration Committee recommends pursuing the following strategies.



Potential strategy	Short-term actions	Long-term actions
Help shape legislation to expand equitable access (e.g., backend AVR ¹⁶ and pre-registration)	<ul style="list-style-type: none"> Advocate Illinois General Assembly to support pre-registration for young adults Advocate Illinois General Assembly to support back-end AVR change 	<ul style="list-style-type: none"> Encourage open dialogue with the Illinois General Assembly and State Board of Elections to identify opportunities to equitably expand access
Leverage the NVRA ¹⁷ (the "Motor Voter" law) to drive voter registration in settings where people who are less likely to be registered to vote frequent (e.g., Medicaid enrollment, social service organizations, and health care settings)	<ul style="list-style-type: none"> Short-list high-impact locations for voter access across Secretary of State facilities (e.g., libraries), in forms and online resources (e.g., Medicaid enrollment) and beyond (e.g., other public spaces) 	<ul style="list-style-type: none"> Designate chosen sites "voter-registration agencies" under NVRA, if necessary¹⁸ Create materials tailored to each chosen location / access point Train staff to answer voter registration questions in a non-partisan manner Track outcomes and double down on most effective messaging and locations
Advocate for expanded mail-in services and ballot drop box locations to reach more voters		<ul style="list-style-type: none"> Launch a mail-in-ballot awareness campaign using Secretary of State platform to address misinformation and increase adoption Advocate for more polling places and universal polling locations in high-traffic jurisdictions
Proactively inform constituents about voting locations and election dates, using both technology (e.g., text messages) and community spaces (e.g., libraries)		<ul style="list-style-type: none"> Design and draft automated voting reminders Create or adapt Secretary of State email lists to provide constituents with monthly updates Establish an automated system to send election calendars, locations, deadlines, and registration requirements via text, email, or by mail

¹⁶ Automatic Voter Registration (AVR)

¹⁷ National Voter Registration Act (NVRA)

¹⁸ All offices that provide public assistance and services to persons with disabilities are voter registration agencies under the NVRA. Additionally, per the U.S. Department of Justice, a state is free to designate other governmental offices and nongovernmental locations (e.g., private colleges) as voter registration agencies



Potential strategy	Short-term actions	Long-term actions
Partner to identify civic education opportunities (e.g., Rules of the Road and training in schools) to expand access to information for young adults	<ul style="list-style-type: none"> Identify organizations to partner with and begin to outline the parameters of partnerships In partnership with these organizations, identify events that can be used to engage young voters 	<ul style="list-style-type: none"> Explore the development of updated civics curriculum Explore peer-to-peer opportunities to engage students in round tables, panels, and town hall discussions Collaborate with school districts to include voter-related information in high-school commencement materials
Explore digital solutions to centralize voter-related information (e.g., election calendars, locations, deadlines, and registration requirements)		<ul style="list-style-type: none"> Collaborate with State Board of Elections to update voter-related data on a monthly cadence Collaborate with State Board of Elections to enable ability to query voter-related information on website Leverage Secretary of State platform to centralize voter-related information and become the one-stop-shop for voter-related resources
Partner with other Secretary of State facilities (e.g., libraries) to reinforce voter-related support functions (e.g., voter registration and early voting) within the Office	<ul style="list-style-type: none"> Begin to identify areas of overlap across Secretary of State departments 	<ul style="list-style-type: none"> Create a voter rights and registration-specific training module Launch and brand training module (e.g., Voter Corps) with visible pins at high-traffic public-facing Secretary of State sites Stand-up an Ongoing Excellence Campaign with monthly topics and self-service recourses for Secretary of State staff



Potential strategy	Short-term actions	Long-term actions
Explore external partnerships to raise awareness and reach otherwise hard to access audiences ¹⁹ (e.g., young adults and disadvantaged communities)	<ul style="list-style-type: none">▪ Begin to explore mainstream partnerships (e.g., local artists, musicians, and athletes)▪ Begin to map bottlenecks in the civic engagement and voter registration process▪ Leverage Secretary of State platform to convene local businesses on topics like civic engagement and voter registration▪ Begin to plan milestone event for the USA's 250th anniversary in 2026	<ul style="list-style-type: none">▪ Provide a toolkit for partners hoping to offer pop-up registration events▪ Partner with community organizations (e.g., churches, sororities, and fraternities) to increase awareness▪ Identify local entertainment venues (e.g., concerts, museums, theaters, and shopping malls) to offer pop-up services▪ Begin to explore partnerships with civically active local media agencies (e.g., Lyrical Lemonade)▪ Tailor resources, tools, and events to address bottlenecks and facilitate access

¹⁹ Only 67.8% and 52.4% of Black and Hispanic voting populations are registered to vote, respectively – compared to the state average of 74.4% per Kaiser Family Foundation



Technology Enhancements Committee Findings

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Technology Enhancements Committee Findings

Our committee's vision for **Technology Enhancements** is to leverage technology to make the provision of services as quick and easy as possible for the constituents of Illinois by reducing the number of IT support requests.

If successful, this would mean reduced wait times, increased customer satisfaction, fewer and higher-quality in-person interactions, and reduced time per transaction for the people of Illinois. This would also result in higher employee retention and a stronger talent application pool for open positions.

The Technology Enhancements Committee and public comments identified the challenges and opportunities summarized below.

Challenge / Opportunity	What We Heard
Lack of online/digital capabilities lead to long wait times (time tax) and poor customer experience	<ul style="list-style-type: none">▪ "Giving Illinoisans the ability to have our driver's license in our digital wallets would be a tremendous step forward"▪ "If we could do things like renew our driver's license or vote online, that would make being an Illinois citizen much easier. Reduce the amount of things one must go to the DMV for"▪ I am a 22-year employee of the Secretary of State, my last 8 years being in the Commercial and Farm Truck division. The only options these clients have to pay are by mail, or by driving to Springfield. Most of our clients are coming from the Chicagoland area and complain greatly that they don't have an online payment option"
Desire to expand offerings and make Secretary of State services more accessible	<ul style="list-style-type: none">▪ "Given the importance of the Secretary of State's Office in so many aspects of day-to-day life, it is critical that Illinois residents of all backgrounds and languages can easily access our online portals"▪ "Increase hours at Secretary of State locations on consistent, select days to ensure everyone has access to in-person services"▪ "Non-binary Illinois residents need to have the option of marking their gender as X - please make this happen"▪ "I am not white. The Secretary of State must ensure all applications include a box where Middle Eastern-North African residents can identify with. Add a box for people like myself and my family to check off without feeling a sense of not belonging"
Software and systems are customized, fragmented, and disconnected within offices and across department	<ul style="list-style-type: none">▪ "An integrated driver/registration solution is top of mind for everyone"▪ "The current IT system is old and antiquated. Make an integrated system of one person-one record. Allow an individual through one portal ID to do all their driver & vehicle services as well as file their annual report for their business, register to vote, renew their notary



Challenge / Opportunity	What We Heard
	service, file their statement of economic interest or lobbyist disclosures"
Need to attract and retain top talent, ensure employees have proper training to administer new technologies	<ul style="list-style-type: none">▪ "We are missing out on top talent statewide by not having a process for candidates to fill out an application online"▪ "The hiring and job posting system need to be modernized. A computerized job application system should be developed like Central Management Services utilizes for State of Illinois jobs where the applicant can both view postings and apply for them online"▪ "Partner with DoIT and leverage their quantity discounts on best of breed technology solution... train staff on how to apply new technologies that will help improve results"▪ "We need our pay scales to be comparable to CMS and better raises, we get a raise and the insurance goes up so most people see about \$20 more a month. Our building is full of asbestos and lead"
Lack of clear communication and customer journeys can make engagement with Secretary of State services confusing	<ul style="list-style-type: none">▪ "There needs to be clear and consistent messaging and instructions regarding Real ID requirements and timelines on all social media and relevant web pages"▪ "Update the SOS website to have current and correct information. There are a lot of conflicting statements on the site"▪ "The website needs major updates. It's not user-friendly, it's hard to find the information you need with ease, and it's not aesthetically pleasing. I hope your Office plans on rolling out an updated website with clear site navigation"▪ "The website is extremely difficult to use when trying to understand the various forms that are needed for say - a transfer of title on a car. Also difficult on other business-related forms and registrations. Not at all clear on what is necessary or required"

Recommendations:

Specific recommendations from the Technology Enhancements Committee included:

- Leverage new technologies to streamline core services, reduce wait times, and improve customer satisfaction
- Expand access to Secretary of State services through enhanced software tools and new methods of delivery
- Define use cases and create roadmap to build integrated digital user experiences and supporting IT systems and infrastructure that enable desired future capabilities
- Augment future organization through recruitment strategies, talent development, and improved collaboration tools



- Evaluate customer journeys and interactions with Secretary of State services to define archetypes and map engagements

To address these opportunities, the Technology Enhancements Committee proposed enacting the following strategies.

Potential strategy	Short-term actions	Long-term actions
Leverage new technologies to streamline core services, reduce wait times, and improve customer satisfaction	<ul style="list-style-type: none">▪ Begin building appointment scheduling system for all offices/services (Skip-the-Line)▪ Scope launch of early pilot program for online service, dependent on feasibility, impact	<ul style="list-style-type: none">▪ Implement digital IDs/driver's licenses, license plates, electronic vehicle registrations/titles, and insurance reporting▪ Enable document upload and verification to streamline licensing processes▪ Enable new online payment processing systems for Mobile ID events, commercial and farm licenses▪ Improve digital payment options to include payment via Apple Wallet, Apple Pay, PayPal, Zelle, tap-to-pay▪ Add iPads and other technology enablers at Secretary of State facilities to reduce in-person interaction time▪ Update computers, credit card processing machines, printers, fax machines, and other hardware to improve transaction speed
Expand access to Secretary of State services through enhanced software tools and new methods of delivery	<ul style="list-style-type: none">▪ Analyze population density and zip codes to scout best locations for additional mobile units▪ Implement legislation (i.e., HB3534) to enable gender-neutral markers ('X') on driver's licenses and state IDs	<ul style="list-style-type: none">▪ Create Secretary of State app (including standard licensing services and renewals but also road conditions and new features/services)▪ Consider self-service kiosks at libraries and other visible locations▪ Invest in language processing, translation services, virtual assistants, QR codes, AI chatbots, and other tools▪ Evaluate potential of expanded partnership with Electronic Registration and Title (ERT) service providers▪ Increase number of mobile units



Potential strategy	Short-term actions	Long-term actions
Define use cases and create roadmap to build integrated digital user experiences and supporting IT systems and infrastructure that enable desired future capabilities	<ul style="list-style-type: none"> Define use cases for delivering streamlined digital user experiences Begin process to define vision for technology enablement and what technology can be used for Make non-PII data publicly available and accessible 	<ul style="list-style-type: none"> Develop roadmap for longer-term transformation of underlying IT systems to enable future service capabilities Enable interoperability within state Secretary of State systems and between Secretary of State and other jurisdictions to deliver overlapping services more efficiently Combine driver licensing and vehicle registration into single process and system Consolidate services that drive revenue (e.g., licensing, tags, titling, taxes, and tolling) to enable real-time insight into finances, revenue collection Create online system for driving school/instructor licensing, reporting, compliance, and regulation Create portal for Medi-car safety certification Enhance automatic voter registration system and process Commission study on voting electronically/online
Augment future organization through recruitment strategies, talent development, and improved collaboration tools	<ul style="list-style-type: none"> Launch holistic review of operating model, workforce development strategy, including recruitment, retention, training, career development 	<ul style="list-style-type: none"> Develop recruitment strategies to attract top-tier talent, including summer internships, tech recruiting specialists, and local workforce development partnerships) Improve overall employee value proposition (e.g., pay, titles, training, and career progression) Supplement IT staff with contractors to maintain staffing levels Implement Applicant Tracking System to move application system online Leverage tools (e.g., Teams, Slack, and Trello) to improve collaboration and reduce silos



Potential strategy	Short-term actions	Long-term actions
Evaluate customer journeys and interactions with Secretary of State services to define archetypes and map engagements	<ul style="list-style-type: none">▪ Create demo videos for steps and documents required for key services (e.g., Real ID and business license renewal)	<ul style="list-style-type: none">▪ Create customer email journeys, text and app notifications for renewals and payment▪ Audit IL Secretary of State domain registrations to ensure all variations redirect to secure https://ilsos.gov (e.g., ilsos.com gateway timeout; ilsos.net remains in HTTP, which is not secure)▪ Revamp Secretary of State website to better track customer navigation and provide clear, digestible information; add account management feature for residents to access their services through a portal▪ Automate business licensing, articles of incorporation, annual reports▪ Provide customers with auto-renew and multi-year renewal options



Business Services Committee Findings

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Business Services Committee Findings

Our committee's vision for **Business Services** is to make Illinois an entrepreneurial and business-minded state, with accessible support for all residents.

Success in this area would be measured by increased ease and speed of applications, increased user satisfaction throughout the application and compliance process, and increased access to business support materials.

The following table highlights the challenges and opportunities the Business Services Committee found, and the public feedback we received.

Challenge / Opportunity	What We Heard
Desire for more clarity and communication about resources, documents, and services	<ul style="list-style-type: none">▪ "Give better explanations of the choices we have, so there is more clarity"▪ "It's hard to know what documents apply to you"▪ "Compliance piece is so confusing; it's so hard to navigate"
Opportunity to be more customer-centric to reduce the burden on small business owner and non-profit operator	<ul style="list-style-type: none">▪ "Get virtual assistance – I don't want to have to call and not be sure if I'm calling the right number. Ideally, a video or a BOT would explain"▪ "Let us know in advance if we are about to be out of compliance"▪ "If you make a mistake on a form or filing, you have to pay again... that's not right"▪ As president of a non-profit, it has been frustrating using our tax-exempt form at different vendors. Standardizing that use among vendors would help so much to save time.
Need to expand accessibility (e.g., handicap parking, hours of operation, and ADA ⁴ compliance)	<ul style="list-style-type: none">▪ "Expand hours of operation to 8:00 p.m. one day during the week to accommodate those with irregular workdays and hours."▪ "We need more help for individuals at facilities who have ASD (autism spectrum disorder such as Asperger's) ...they deserve the same compassion as other disabled individuals per ADA law."
Paper-based, "20th-century" approach to technology	<ul style="list-style-type: none">▪ "What is the highest level of tech Secretary of State can offer? An app would be great or you have an account – that would store your information and notify you when it's time for renewal. That general approach would make life easier"▪ "Employees are doing everything manually and can't keep up with demand... we need tech to be where it should be in 2022"▪ "A lot of ppl would be happier if everything was on their phone vs. snail mail"▪ "I had to go [to the facility] four different times over small things that could have been fixed if it was computerized"



Challenge / Opportunity	What We Heard
	<ul style="list-style-type: none">▪ "Let's fix mailing out paperwork (i.e., forms gets lost and customer's complaints) and make all titles digital" Disconnected services and resources lead to missed opportunities for better support
Disconnected services & resources lead to missed opportunities for better support	<ul style="list-style-type: none">▪ "Identify businesses that are Veteran Owned, so that IL Veteran Affairs can improve outreach to assist with navigating the bureaucracy of State Contracts, certification, and support."
Opportunity for more transparency to enable residents to find relevant information	<ul style="list-style-type: none">▪ It would be great to have a better way of knowing whether a corporation or Limited Liability Company (LLC) is in good standing with the state and to see the 990s for any nonprofits registered. Also, if possible, it would be interesting to see which officers from corporations or LLCs are actively lobbying for legislation or specific projects from state agencies.▪ Change how LLC managers or members are shown when one searches for LLC information. As of now, there is no clear designation of whether the person is an LLC manager or a member with management authority. Also, corporations have the option to file an interim report which may change any of its officers and/or directors at any time before filing an annual report; LLCs do not have this option and they should.

Recommendations:

Specific recommendations from the Business Services Committee included:

- Set vision and goals, use data to baseline current practices, and track progress against key performance indicators (KPIs)
- Aggregate resources for each customer type to enable easy access to services
- Provide business services-101 orientation to business owners (e.g., B-Corp, LLC, and C-Corp) and aspiring entrepreneurs to enable better understanding of services
- Explore ways to digitize and automate paperwork requirements and filings to reduce burden on businesses and free up staff capacity
- Leverage tech solutions for customer service and accessibility (e.g., account portals, notifications model, application, and language translation)
- Support and empower staff to enable customer service improvements and rollout of developments
- Position Secretary of State as convener and establish mechanisms for stakeholder feedback (e.g., liaisons and business round tables)
- Utilize other Secretary of State departments (e.g., DMV kiosks and libraries) to reinforce business services support



- Identify overlap with other agencies and establish connection points to leverage resources and streamline customer experience
- Establish mechanism for celebrating businesses and non-profits in IL

To address these opportunities, the Business Services Committee proposed enacting the following strategies.

Potential strategy	Short-term actions	Long-term actions
Set vision and goals, use data to baseline current practices, and track progress against KPIs ²⁰	<ul style="list-style-type: none">▪ Set goals and KPIs▪ Begin baseline of operations to understand business services across Secretary of State	<ul style="list-style-type: none">▪ Publish annual report that tracks progress against ongoing efforts
Aggregate resources for each customer type to enable easy access to services	<ul style="list-style-type: none">▪ Conduct rationalization of all forms and documents	<ul style="list-style-type: none">▪ Create repository of resources▪ Determine use cases for information▪ Group resources by user-type▪ Establish process for ongoing rationalization and review▪ Refine database of businesses and non-profits so other businesses and consumers can search
Provide business services-101 orientation to business owners (e.g., B-Corp, LLC, and C-Corp) and aspiring entrepreneurs to enable better understanding of services	<ul style="list-style-type: none">▪ Identify unanswered questions (e.g., forms, terms of incorporation) from business owners and aspiring business owners▪ Determine what resources (e.g., grants management and workshops) would be most helpful for business owners	<ul style="list-style-type: none">▪ Develop "how-to" resources (e.g., How to Submit a Grant Application or How to File a Corp Name Change) for different types of users▪ Create short videos in multiple languages to give overview of resources and how to use▪ Conduct outreach with minority business owners and entrepreneurs for input▪ Consider partnering with small business incubators (e.g., SBDC at SIU²¹ and ICNC²²) to support aspiring business owners

²⁰ Key Performance Indicators (KPIs)

²¹ Small Business Development Center at Southern Illinois University (SBDC at SIU)

²² Industrial Council of Nearwest Chicago's Manufacturing Incubator (ICNC)



Potential strategy	Short-term actions	Long-term actions
Explore ways to digitize and automate paperwork requirements and filings to reduce burden on businesses and free up staff capacity	<ul style="list-style-type: none"> Outline all use cases Outline physical and cyber security requirements 	<ul style="list-style-type: none"> Consider partnering with libraries to host training Explore best-in-class solutions from other states and municipalities Identify solution Customize for Secretary of State Launch pilot and seek feedback Quantify impact of this work
Leverage tech solutions for customer service and accessibility (e.g., account portals, notifications model, application, and language translation)	<ul style="list-style-type: none"> Identify FAQ²³ Outline use cases across customer profiles and journeys (e.g., seniors, young adults, and immigrants) 	<ul style="list-style-type: none"> <i>Same as above</i>
Support and empower staff to enable customer service improvements and rollout of developments	<ul style="list-style-type: none"> Outline requirements for every interaction (e.g., mobile and on-site) Conduct customer service training to cover goals and expectations, and enable cultural, ability, and tech-sensitive services 	<ul style="list-style-type: none"> As resources are aggregated and consumer pathways are developed, train staff to identify consumer needs and connect to right resources As digital solutions are identified, train staff on process changes
Position Secretary of State as convener and establish mechanisms for stakeholder feedback (e.g., liaisons and business round tables)	<ul style="list-style-type: none"> Identify key stakeholder groups in business services Launch visiting tour of Secretary of State offices Begin quarterly business round table discussions 	<ul style="list-style-type: none"> Identify additional topics (e.g., civic engagement and sustainability) to convene business community Begin to explore partnerships (e.g., Women's Business Development Center, and Goldman Sachs 100) to connect business incubation opportunities
Utilize other Secretary of State departments (e.g., DMV kiosks and libraries) to reinforce business services support	<ul style="list-style-type: none"> Identify applicable learnings from Libraries Build Businesses Identify library and DMV sites as potential pilots 	<ul style="list-style-type: none"> Launch programs to build businesses in libraries; track impact (e.g., people served)

²³ Frequently Asked Questions (FAQ)



Potential strategy	Short-term actions	Long-term actions
Identify overlap with other agencies and establish connection points to leverage resources and streamline customer experience	<ul style="list-style-type: none">▪ Identify interdependencies across IL agencies (e.g., Chamber of Commerce)▪ Identify opportunities to leverage other agency support (e.g., VA for veteran-owned businesses)	<ul style="list-style-type: none">▪ Establish opportunities (e.g., liaisons) to share information with other agencies to improve customer experience▪ Explore additional partnerships (e.g., Chambers of Commerce) across jurisdictions (including municipalities) where information sharing could be beneficial
Establish mechanism for celebrating businesses and non-profits in IL	<ul style="list-style-type: none">▪ Establish opportunities (e.g., liaisons) to share information with other agencies to improve customer experience▪ Explore additional partnerships (e.g., Chambers of Commerce) across jurisdictions (including municipalities) where information sharing could be beneficial	<ul style="list-style-type: none">▪ Roll out award / recognition program▪ Explore additional ways to celebrate (e.g., sharing growth stories) small business success stories



Environmental Initiatives Committee Findings

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Environmental Initiatives Committee Findings

Our committee's vision for **Environmental Initiatives** is to make the Secretary of State's Office one the most sustainable in the country and use the Secretary of State's platform to drive innovation and adoption of environmentally friendly practices across the state.

Success in this area would look like reduced total carbon emissions across Illinois, increased Secretary of State-related building energy efficiency, increased electronification of fleet vehicles, and more awareness campaigns that drive Illinois residents to reduce waste.

In reviewing public comments and in our discussions, The Environmental Initiatives Committee identified many common themes, summarized in the table below.

Challenge / Opportunity	What We Heard
Need more data to inform sustainability efforts	<ul style="list-style-type: none">▪ "Secretary of State's Office needs to have better data collection and information"▪ "There's a short-term need to collect data on how fleets are being used"▪ "To drive electrification strategy, need inventory of fleet and what you need them to do, which requires data collection"▪ "The Office needs to conduct an energy audit to understand current practices"▪ "We need to collect data on vehicle miles traveled per year to better inform and sustain transportation funding"
Desire to improve internal operations to reduce Secretary of State emissions and waste	<ul style="list-style-type: none">▪ "Energy conservation metrics should be included in operation and maintenance service contracts"▪ "E-waste is a critical factor to consider and there needs to be updates to computer equipment and data centers to reduce energy consumption"▪ "How is trash currently being disposed of? Garbage should be disposed of through waste-to-energy plants"▪ "Secretary of State needs to improve building efficiency by optimizing HVAC systems, using smart metering and other technologies"▪ "The Capitol Complex is supplied by a coal power plant but needs to be shut down sooner"
Opportunity to expand employee and public awareness of environmental topics	<ul style="list-style-type: none">▪ "No other entity communicates with drivers more than the Secretary of State"▪ "There's a great opportunity to leverage the libraries to educate students on carbon reduction strategies and environmental justice"▪ "The Secretary of State should educate and incentivize drivers given its broad footprint across 138 driver facilities"



Challenge / Opportunity	What We Heard
	<ul style="list-style-type: none">▪ "Schools should play a role in educating students on green initiatives, practices, and workforce opportunities"▪ "Educate the public on electric vehicle (EV) policy developments such as EV rebates, particularly for low-income drivers"▪ "How can we educate and motivate employees to live and breathe sustainability efforts in their everyday lives?"
Desire to multiply Secretary of State's environmental impact beyond the agency	<ul style="list-style-type: none">▪ "Contractors should have to spell out how construction/demolition is sustainable; environmental stewardship should be a KPI in contract selection"▪ "Two fleets that need to be electrified – school buses and postal service vehicles; both could be re-powered"▪ "Secretary of State is responsible for driver safety broadly and thus can impact entire state government vehicle fleet"
Opportunity to leverage Secretary of State assets to test and pilot new ventures	<ul style="list-style-type: none">▪ "Electrified fleets could be used bi-directionally to service the energy grid"▪ "We should prove out the concept of a Virtual Power Plant to provide grid security through two-way grid interaction and pilot programs in underserved communities"

Recommendations:

Specific recommendations from the Environmental Initiatives Committee included:

- Set vision and goals; use data to baseline current practices and track progress against key performance indicators (KPIs)
- Reduce environmental footprint by driving efficiencies and reducing waste in Secretary of State facilities management
- Leverage Secretary of State facilities to educate public about environmental initiatives and drive behavior changes
- Broaden impact through procurement, advocacy, and government engagement at all levels
- Use Secretary of State assets to test new business models and drive innovative technology adoption



To address these opportunities, the Environmental Initiatives Committee proposed enacting the following strategies.

Potential strategy	Short-term actions	Long-term actions
Set vision and goals; use data to baseline current practices and track progress against KPIs ¹⁸	<ul style="list-style-type: none">▪ Publish an environmental vision statement for the agency▪ Set goals and KPIs▪ Begin baseline of operations to understand building systems, processes, energy consumption, fleets, waste across the Secretary of State's footprint	<ul style="list-style-type: none">▪ Publish an annual report that tracks progress against ongoing efforts▪ Conduct emission, waste, and energy audits
Reduce environmental footprint by driving efficiencies and reducing waste in Secretary of State facilities management	<ul style="list-style-type: none">▪ Begin implementation of recycling and waste diversion programs▪ Leverage cloud services for document management to reduce paper consumption▪ Purchase recycled paper and other reused goods▪ Eliminate Styrofoam and plastics from cafeterias▪ Plant more trees on Capitol grounds	<ul style="list-style-type: none">▪ Upgrade/optimize computer and data center equipment to reduce energy consumption▪ Procure technology (smart meters and chilled water) to improve building efficiency▪ Install chargers (e.g., L1 and L2) at Secretary of State facilities▪ Begin to engage utilities (e.g., Ameren Illinois) to shift electricity consumption within the Capital Complex to renewables through virtual power purchase agreements or other means
Leverage Secretary of State facilities to educate the public about environmental initiatives and drive behavior changes	<ul style="list-style-type: none">▪ Define public engagement and communications strategy▪ Add free tire air pumps at Secretary of State driver facilities▪ Add sustainability-themed books to the Illinois Reads program	<ul style="list-style-type: none">▪ Create programs with schools/libraries to educate students about green initiatives, challenges, and workforce opportunities (e.g., climate and sustainability month)▪ Create driver education materials and define appropriate communications channels▪ Develop incentives to align driver behavior with environmental goals



Potential strategy	Short-term actions	Long-term actions
		<ul style="list-style-type: none"> Create programs for Secretary of State employees to engage, educate, and incentivize more sustainable practices Allow people to purchase carbon offsets through Secretary of State
Broaden impact through procurement, advocacy, and government engagement at all levels	<ul style="list-style-type: none"> Add sustainability KPIs to future vendor contracts and awards Create strategy to electrify Secretary of State vehicle fleet Support measures to boost transportation infrastructure funding and drive electric vehicle adoption Engage other agencies to electrify school buses, postal vehicles, and other outside fleets Engage municipalities and major IL employers on partnership and collaboration opportunities to drive greater impact 	<ul style="list-style-type: none"> Add sustainability KPIs to future vendor contracts and awards Create strategy to electrify Secretary of State vehicle fleet Support measures to boost transportation infrastructure funding and drive electric vehicle adoption Engage other agencies to electrify school buses, postal vehicles, and other outside fleets Engage municipalities and major IL employers on partnership and collaboration opportunities to drive greater impact
Use Secretary of State assets to test new business models and drive innovative technology adoption		<ul style="list-style-type: none"> Aggregate electrified fleets to test virtual power plant and bi-directional grid interaction Engage utility companies to pilot demand response program, time-of-use rates for electric vehicles



Organ and Tissue Donations Committee Findings

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Organ and Tissue Donations Committee Findings

Our committee's vision for **Organ and Tissue Donations** is to find a match for every Illinoisan who needs one by increasing registered donors, particularly among communities where the largest disparities exist.

If successful, this would mean an increase in registration rates, more diverse registered donors, and an increase in donation matches.

Based on our meetings and public input, the Organ and Tissue Donations Committee identified the following challenges and opportunities.

Challenge / Opportunity	What We Heard
Deficit of matches	<ul style="list-style-type: none">"I hope you have time to look over this issue because I need a heart""I want to live; I have a lot to do – do you have a plan for organ donations?"
Unrepresentative organ and tissue donations	<ul style="list-style-type: none">28% of transplant waitlist is Black, while only 15% of donors are"Consider parallels between what IDPH did with COVID vaccines and minorities' participation educationally, what they did to educate people who were vaccine hesitant"
Opportunity to expand donor registration access	<ul style="list-style-type: none">"We are doing automatic voter registration - is this a possibility to link in?""I know some states are looking at putting the question of donor registry on income tax form""When people renew driver's licenses, the form should ask 'would you like to be a donor' with a reason"
Demand for powerful technologies, efficiencies, and consistencies across locations/experiences	<ul style="list-style-type: none">"Is our current login system at peak efficiency to make it easy for people to register quickly?""Making it easier for residents to sign up online"
Expand training initiatives for employees involved in donor registration and education (e.g., DMV and libraries)	<ul style="list-style-type: none">"Training for those in the front lines asking if someone wants to join registry - giving them the research, the education, so they are better equipped to ask that question""Making sure the individual across the counter from you feels like you know what you're talking about is going to help them feel comfortable in making that decision to register"
Demand for improved marketing and donor education	<ul style="list-style-type: none">"It's a shame that not everyone understands how helpful and useful, how life-saving they can be by donating an organ""Educate our communities, especially within minorities"



Challenge / Opportunity	What We Heard
	<ul style="list-style-type: none">▪ "Clubs and community groups need speakers - develop a volunteer speakers' bureau on donation"▪ "An understanding of what you or your family member is signing for, and the follow-up after you make that decision is important. Both are areas where you can make improvements"▪ "I think there are a lot of resources there to promote organ donation through our libraries"

Recommendations:

Specific recommendations from the Organ and Tissue Donations Committee included:

- Streamline and automate processes to ease registration
- Increase donor registration points to expand diverse donor network
- Train Secretary of State staff on organ and tissue donation to share knowledge with public
- Improve donation collection and delivery processes to drive efficiencies and save lives
- Utilize Secretary of State platforms to spread awareness and educate on registration and donation
- Leverage trusted community networks to support awareness and education
- Follow up regularly with registered donors to maintain knowledge of and commitment to organ donation

To address these opportunities, the Organ and Tissue Donations Committee proposed enacting the following strategies.

Potential strategy	Short-term actions	Long-term actions
Streamline and automate processes to ease registration	<ul style="list-style-type: none">▪ Explore best-in-class solutions from other states and municipalities	<ul style="list-style-type: none">▪ Borrow effective measures from other Secretary of State functions (e.g., voter registration)▪ Customize solution and implement
Increase donor registration points to expand diverse donor network	<ul style="list-style-type: none">▪ Identify feasible donor registration points (e.g., tax forms, marriage, fishing license, Armed Forces enlistment, insurance, healthcare, and public pension retirement decision points)	<ul style="list-style-type: none">▪ Support legislation to integrate donor registration into identified potential points▪ Explore including Secretary of State kiosks with donor registration system in Secretary of State facilities



Potential strategy	Short-term actions	Long-term actions
Train Secretary of State staff on organ and tissue donation to share knowledge with the public	<ul style="list-style-type: none"> Explore how Secretary of State staff (e.g., drivers' facilities and library personnel) has historically been engaged in organ donation education, understanding what is effective and what is not 	<ul style="list-style-type: none"> Revise training curriculums and establish regular training cycles (e.g., registration processes, what it means to be a donor, or how to combat misinformation) Advocate for organ and tissue donation advocacy groups to be able to connect with DMV staff (currently not allowed)
Improve donation collection and delivery processes to drive efficiencies and save lives	<ul style="list-style-type: none"> Explore eliminating Secretary of State donor registration validation requirement at procurement Examine call centers and determine further areas for improved efficiencies 	<ul style="list-style-type: none"> Action best-practices Work with coroner and medical offices to improve tissue donation identification and procurement procedures
Utilize Secretary of State platforms to spread awareness and educate on registration and donation	<ul style="list-style-type: none"> Understand largest challenges and concerns regarding registration and donation (e.g., host focus groups and interview subject matter experts) 	<ul style="list-style-type: none"> Compile marketing and education materials and post at Secretary of State facilities Build collection of donor education resources at libraries and online Support legislation to review organ donation license plate fund
Leverage trusted community networks to support awareness and education	<ul style="list-style-type: none"> Advocate for public data points on number of registered donors, racial and sex disparities (DMV currently does not publish these) to identify communities to focus outreach Identify state/community leaders and networks (e.g., elected officials, first responders, organ donation recipients, unions, and church groups) to amplify message 	<ul style="list-style-type: none"> Use behavioral psychology principles to identify and implement creative measures to drive signups among hesitant populations Regularly circulate marketing and donor education materials, working with leaders and networks to tailor messaging to communities Develop volunteer speakers' bureau including donation recipients Support minority donor campaigns (e.g., August is national minority donor a month)
Follow up regularly with registered donors to maintain knowledge of	<ul style="list-style-type: none"> Explore best practices for outreach to registered donors (e.g., mail, email, and text) 	<ul style="list-style-type: none"> Regularly update materials to circulate in follow-ups and maintain frequent outreach



Potential strategy	Short-term actions	Long-term actions
and commitment to organ donation	<ul style="list-style-type: none">▪ Set follow-up outreach strategy and cadence	<ul style="list-style-type: none">▪ Encourage registered donors to be registration ambassadors (e.g., discuss their registration and wishes with family and friends)



Conclusion

We set a high bar. To get there, we will continue to need your input and honest feedback. By listening to you, partnering together, and collaborating on the path forward, we can make our shared visions a reality. Please stay tuned for additional ways to engage with us, including social media, the Office’s website, town halls, and future listening tours. We want to hear from you.

Acknowledgments

This report would not have been possible without the transition team’s hard work, the leadership of our committee chairs, collaboration from committee members and the diverse perspectives they brought, enthusiasm from Office personnel, and – most importantly – Illinois voters. Thank you all for joining me as we begin to RevUp Illinois!

For a detailed list of **committee members by topic**, please see the section titled, “**Meet the Transition Team.**”



Meet the Transition Team

Committee	Chair and Members
Driver Facilities & Road Safety	<ul style="list-style-type: none"> ▪ Bob Morgan, State Representative, 58th District (Committee Chair) ▪ Dan Brady, State Representative, 105th District ▪ Brad Cole, Executive Director, Illinois Municipal League ▪ Tim Drea, President, Illinois AFL-CIO ▪ J.P. Fyans, General Counsel, President of Executive Board, Teamsters Local 916 ▪ Christa Hamilton, President and CEO, UCAN ▪ Terrence J. Hancock, President, Teamsters Joint Council 25 and Local 731 ▪ Randy Harris, Director, Midwest Region LiUNA ▪ Joe Healy, Secretary-Treasurer, Laborers' District Council of Chicago ▪ Barbara Hernandez, State Representative, 83rd District ▪ Jay Hoffman, State Representative, 113th District ▪ Doug House, Former Chair, Democratic Chairs Association; Former Dept. Secretary IDOT ▪ Bob Loquercio, CEO and President, Bob Loquercio Auto Group ▪ Joe McMahon, Executive Director, Illinois Automobile Dealers Association ▪ Dian Palmer, President, SEIU 73 ▪ Marc Poulos, Executive Director, IUOE Local 150 ▪ Amy Rynell, Executive Director, Active Trans Alliance ▪ Ram Villivalam, State Senator, 8th District
Ethics & Office Policies	<ul style="list-style-type: none"> ▪ Sheila Simon, Former Lt. Governor, State of Illinois (Committee Chair) ▪ Cristina Castro, State Senator, 22nd District ▪ Abe Scarr, Director, Illinois PIRG ▪ Gina DeCiani, General Counsel Vice President, HR, Assoc for Supply Chain Management ▪ Marcus C. Evans Jr., State Representative 33rd District ▪ Edgar Gonzalez Jr., State Representative, 21st District ▪ Verneé Green, Chief Executive Officer, Mikva Challenge ▪ Jeff Jacob, Estate Trust Officer/Deputy General Counsel, Office of the Special Deputy ▪ Rick Jasculca, Chairman, Jasculca Terman, Strategic Communications ▪ Calvin Jordan, Supervisor, Rich Township ▪ Michael Phelon, Founder and CEO, The Outlet ▪ Karen Tamley, President and CEO, Access Living ▪ Angel L Torres, Jr., Owner and Founder, Veteran Engagement and Solutions LLC ▪ Abby Witt, Former Executive Director, Democratic Party of Illinois



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Committee	Chair and Members
Library Enhancements	<ul style="list-style-type: none"> ▪ Heidi Smith, Executive Director, Highland Park Library (Committee Chair) ▪ Chris M. Brown, Commissioner, Chicago Public Library ▪ Patrick Corcoran, Policy Director, Illinois Office of the Comptroller ▪ Eira Corral-Sepulveda, Commissioner, Metropolitan Water Reclamation District ▪ Karen Danczak Lyons, Former Director, Evanston Library ▪ Will Davis, State Representative, 30th District ▪ Ruth E. Faklis, Director of the Prairie Trails Public Library District, Burbank ▪ LaToya Greenwood, State Representative, 114th District ▪ Kathryn Harris, Board of Trustee, Abraham Lincoln Presidential Library and Museum ▪ Dan Montgomery, President, Illinois Federation of Teachers ▪ Andie Townhouse, Librarian, Roberto Clemente High School ▪ Tamara Townsend, Dept. Chairperson, Librarian, CCC – Malcolm X College ▪ Walter Turner, Reverend, New Spiritual Light Baptist Missionary Church ▪ Lori Wilcox, City Clerk, Chicago Heights ▪ Bridget Lamont, Former Director of IL State Library, Former Vice Chair of U.S. National Commission on Libraries
Securities Division Policies	<ul style="list-style-type: none"> ▪ John Simpson, Partner, Broadhaven Capital (Committee Chair) ▪ Jaqueline Avitia-Guzman, VP of Corporate Development and Finance, Transform Holdings ▪ Michael Cabonargi, Commissioner, Cook County Board of Review ▪ Calen Campanella, Partner, Campanella and Campanella, Brothers at Law ▪ Adela Cepeda, Chair, Angeles Investors ▪ Nicholas Cioromski, Owner, Cioromski Law, LLC; Board Member, Copernicus Center ▪ Kevin Connor, General Counsel, Chicago Civilian Office of Police Accountability ▪ Jim Malinowski, Principal, Guardian Security Services ▪ Neli Vasquez-Rowland, Co-Founder and President, A Safe Haven Foundation ▪ John Simmons, Partner, Simmons Firm ▪ Eddie Winters, Former Police Chief Chicago Police Department
Voter Rights & Registration	<ul style="list-style-type: none"> ▪ Carol Ronen, Former State Representative (Committee Chair) ▪ Brent Adams, Senior Vice President of Policy and Communication, Woodstock Institute ▪ Allison Benway-Maloney, Corporate Counsel and Compliance Officer, F.H. Paschen ▪ Lakesia Collins, State Representative, 9th District ▪ Marcus C. Evans Jr., State Representative, 33rd District ▪ Lauren Beth Gash, Chair, Lake County Democrats ▪ Laura Hepp-Kessel, Director of Telehealth Services, SIU Medicine



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Committee	Chair and Members
	<ul style="list-style-type: none"> ▪ Luis Gutierrez, former U.S. Representative, 4th District, Founder and CEO, Our Nation's Future ▪ Christa Hamilton, President and CEO, UCAN Chicago ▪ James Meeks, Pastor, Salem Baptist Church ▪ Bobby Rush, Congressman, 1st District, U.S. House of Representatives ▪ Katie Stuart, State Representative, 112th District ▪ Silvana Tabares, Alderwoman, 23rd Ward ▪ Kristina Zahorik, President, and Trustee ILDCCA, Village of Oakwood Hills ▪ Don Gray, County Clerk, Sangamon County and Assessor, Capital Township
Technology Enhancements	<ul style="list-style-type: none"> ▪ Howard Tullman, Partner and Former CEO, G2T3V, Chicago High Tech Investment Partners, 1871 (Committee Chair) ▪ Dr. Kathleen St. Louis Caliento, President and CEO, Cara Collective ▪ Justin DeJong, Vice President of Enterprise Communications, American Medical Association ▪ Daniel Egel-Weiss, Counsel, State Government Relations and Regulatory Compliance, MLB ▪ Tarek Fadel, Former CEO, Independent Entrepreneur ▪ Matthew Gagerman, CEO, Checkchangers ▪ Justin Horwitz, Founder and Executive Director, Really American ▪ Mayra Kahn, Founder, and CEO, Teamficient ▪ Holly Kim, Treasurer, Lake County ▪ David Namkung, Partner, Kinzie Capital Partners ▪ Robert Rupp, Executive Director, Dupage County Bar Association ▪ Angel L. Torres, Jr., Owner & Founder, Veteran Engagement and Solutions LLC ▪ Endy Zemenides, Executive Director, HALC
Business Services	<ul style="list-style-type: none"> ▪ Letty Velez, CEO, Velez Global Enterprises (Committee Chair) ▪ Rush Darwish, President, Arab American Business and Professional Association ▪ Dr. Byron T. Brazier, Bishop, Apostolic Church of God ▪ Lynn Karner, Executive Director, Illinois Pipe Trades Association ▪ Pat Kelly, President, and Business Manager, IUOE Local 399 ▪ Vivian Khalaf, Partner, Khalaf & Abuzir, LLC ▪ Sam Ma, Founder and Honorary Chair, American and Asian Association; Owner, B.B.Q King ▪ Tom McNamara, Mayor, City of Rockford ▪ John Penn, LIUNA Midwest ▪ Mike Rodriguez, Alderman 22nd Ward, City of Chicago ▪ Bill Thanoukos, Owner Greek Kitchen, LLC ▪ Steve Powell, President, UFCW Local 881 ▪ Aundra Williams, Bureau Chief of Business Services, IDOT ▪ Matthew Pritzker, founder, and CEO of the Matthew Pritzker Company ▪ Mohammed Siddiqui, Principal Owner, Studio Elite



Committee	Chair and Members
Environmental Initiatives	<ul style="list-style-type: none"> ▪ Jennifer Walling, Executive Director, Illinois Environmental Council, (Committee Chair) ▪ Dr. Rita Ali, Mayor, City of Peoria ▪ Martin Roth Cohen, Owner Martin Roth Cohen & Associates ▪ Jack Darin, Director, Sierra Club, Illinois Chapter ▪ George T. Drost, Partner, Drost Kivlahan McMahon & O'Connor, LLC ▪ Michael Joyce, Commodities Trader ▪ Mo Khan, Senior Director, Special Olympics Illinois ▪ Yangsu Kim, Chief Counsel, IDOT ▪ Mike Menyhart, President of the Americas and Chief Strategy Officer, SEA Electric ▪ Maggie O'Keefe, Democratic Committeewoman, 40th Ward ▪ Mary Oshana, Commissioner, Skokie Park District ▪ Ann Williams, State Representative, 11th District
Organ & Tissue Donations	<ul style="list-style-type: none"> ▪ Dan Brady, State Representative, 105th District (Committee Chair) ▪ Ryan Anderson, Business Manager/Secretary-Treasurer, Painters District Council 30 ▪ Hon. Mary Patricia Burns, President and Founding Partner, Burke, Burns & Pinelli, Ltd., Court of Claims ▪ Sheila Chalmers, President, Village of Matteson ▪ Pamela Davidson, State Central Committeewoman, 17th Congressional District ▪ Robin Kelly, Congresswoman, 2nd District ▪ Sangeetha Rayapati, Mayor, City of Moline ▪ Charles Scholz, Former Mayor, City of Quincy ▪ John Webb, Former Legislative Affairs Director, IDFPR